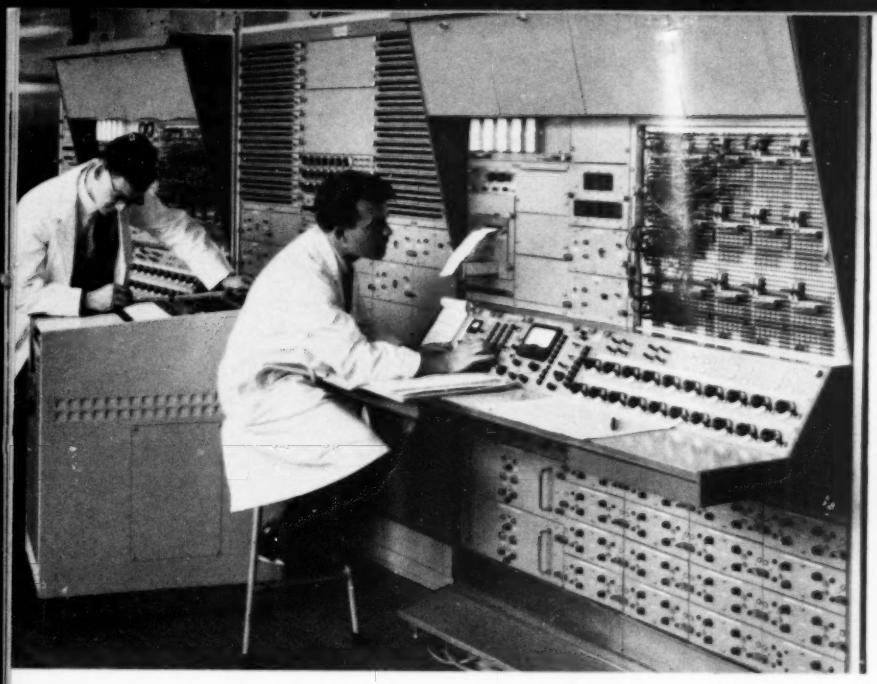

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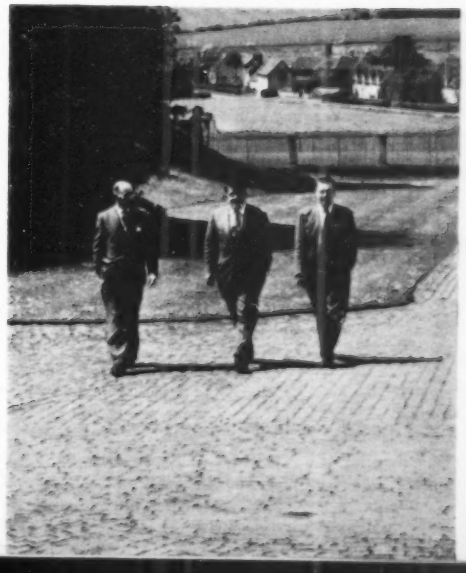
Personnel Management and Methods



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What's in a job ?
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FULL CONTENTS PAGE 1

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Personnel Management and Methods

SELECTION · TRAINING · COMMUNICATION · INCENTIVES · WELFARE · SAFETY · LAW · CATERING · EQUIPMENT

September, 1961

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Subjects of the course include Personnel Principles and Practice, Psychology, Industrial Relations and Industrial Law. Students will undertake practical work in interviewing and projects involving some field study.

Admission is dependent upon acceptance as a Student Member of the Institute of Personnel Management. Students must be of graduate standard or equivalent level of qualification. The next course opens in the week commencing October 2, 1961. Application should be made before September 23, 1961, to Bursar, Room 40 (G), College of Advanced Technology, Gosta Green, Birmingham, 4.

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EDUCATION COMMITTEE
EALING TECHNICAL COLLEGE
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Dr. O. G. Pickard,
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Application form and further information may be obtained from the Principal, Ealing Technical College, St. Mary's Road, Ealing, W.5 (f.s.a.e.). Closing date two weeks from the appearance of this advertisement.

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Young lady Personnel Officer required in Staff Department.

She will be responsible for interviewing male and female clerical and administrative staff, typists, and office machine operators, and for administering such selection tests as may be required.

Ancillary duties include responsibility for staff records, advertising, and the preparation of statistics, assisted by a small staff. Some knowledge of merit assessment, job analysis, and induction techniques would be an advantage. A sound educational background and an interest in people, coupled with a pleasant personality, is essential. The age range is 21/30 years.

Previous experience would be an advantage, although the post would suit a graduate or someone studying for the Institute of Personnel Management examination, or who has obtained a diploma in social science.

This post is immediately available, and interviews will be arranged to suit the convenience of applicants.

Applications will be acknowledged, treated in strict confidence, and should be addressed to:—

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by David Fleming

news and comment

NOW they know exactly the size of the problem we are faced with. This is how personnel managers I have bumped into recently react to the Government's latest contest with the trade unions.

For anyone who fails to see the connection, the similarity has two heads. First, the imposed wages pause may be totally justified, but it has not been explained in adequate terms to those it affects most. It is only the out and out trouble-maker who will refuse to co-operate at any time. The majority of people—employers as well as employed—are quite prepared to lend their support to any plan, providing that it exists.

In the present situation, there is no ultimate conclusion towards which the Government is directing its efforts. Whilst mouthing "long-term considerations and development", Ministers are employing all those tactics which are known to affect only the most immediate problems. Even their proposed joint meetings to discuss a planned economy have failed to indicate the future course they propose to steer.

Personnel managers know from bitter experience that trade union representatives are reluctant to commit their members to any agreement that has no predictable conclusion. Like employers' representatives, they have no ready ear for vague promises of a cloudy future. It is certainly not good business.

The second point of comparison emerges from the refusal by Ministers to consider wage-lift proposals from established negotiating organs such as the various wage councils. In the days when 'wild-cat' action was decried by employers, they went to great lengths to re-emphasize the existence and purpose of 'the proper channels' for settling disputes. Officials within the trade unions naturally endorsed their concern. Now, it appears, the State is reversing such mediatory trends on purely expedient grounds. As Mr. Cousins has recently remarked, how can the Government expect the unions to bring themselves up-to-date, if top-level employers such as the State are to abuse the existing machinery?

Should this industrial crisis be satisfactorily removed, without further loss of face and good will, personnel managers may like to take the lessons for their own private use. However, as things are at present, it appears that the Chancellor and the Minister of Labour need advice from their own Industrial Relations Officers.

JUST how much co-operation can be enlisted by a firm with an eye for good industrial relations was shown by a company of steel-strip makers who persuaded employees to give up a week's holiday so that an export order could be met.

Naturally, the average worker is always ready to make himself an extra few pounds if possible. In this case, the 'bonus' was estimated at about £11 10s. for every man. Again, trade unionists had their minds set at rest by a management statement which indicated that compensatory holidays in the future would, no doubt, be allowed to make up for the voluntary loss of time-off.

Should you think that there is nothing unusual in such an equitable arrangement, cast your mind back to the times when your own management or neighbouring companies have found the workforce "unable to help in this instance, since holiday arrangements have already been made".

SINCE there is so much theorizing about management it comes as a most welcome piece of news to learn that the British Institute of Management South London branch has arranged a second conference on the preparation and use of case-studies.

Provided that companies know how to collect and collate information from their sources, the case-study approach to management improvement obviously recommends itself. However, since there are no specialists in this field within industry and commerce themselves, I wonder whether committed managers have the time for such an enterprise. Would it not be preferable for professional researchers—such as technical college and university lecturers—to undertake this long-neglected task?

AN opportunity to initiate just such an undertaking arises with the appointment of Professor R. B. Dew as first visiting professor in industrial administration to Manchester University's College of Science and Technology.

The college has always had as its policy the construction of academic subjects on a basis of operational studies of the relevant technology in industrial Manchester and elsewhere.

MY desk just disappeared under a pile of propaganda from RoSPA. Posters, drip-mats, motor-car stickers, paper serviettes, booklets: they are all relevant to promoting the national fire-prevention week that starts on October 30.

It all leads me to suggest that now is the time for personnel people to come out from under the cloak of professionalism and to get to grips with the business of propagating their policies by means more adventurous than a duplicated notice at the factory gate. If we are, indeed, in the admass era, we might just as well cash in on it while it lasts.

WHICH is the more important: that employees receive generous refunds for attending evening classes? Or that they are willing to devote the time to studies, after completing a full day's work in the factory?

The Lever Brothers Company of America has recently acknowledged that both aspects of after-work training are equally important. They have also gone to the trouble of establishing that, in general, examination successes are achieved by family men rather than by unmarried employees. Most, they say, have two or more children.

Is the married man with responsibilities to his family a better employment prospect than the single man?

'GO GLOSTER'
said the Personnel Man

They didn't run a regular night shift: only in an emergency when the order book called for it. 'It's a real headache', said the Personnel Man. 'The reason the men don't like nights is mainly because they can't get a decent meal.' 'What can I do about it?' asked the Works Director. 'I can't afford canteen staff for the odd occasion when we need them.' 'You don't need extra staff, sir,' said the Personnel Man. 'Install Gloster automatic vending machines. Everything the men are likely to need is then available just when they want it. You keep the men happy, night and day, and you save money yourself. 'Go Gloster', I say.'

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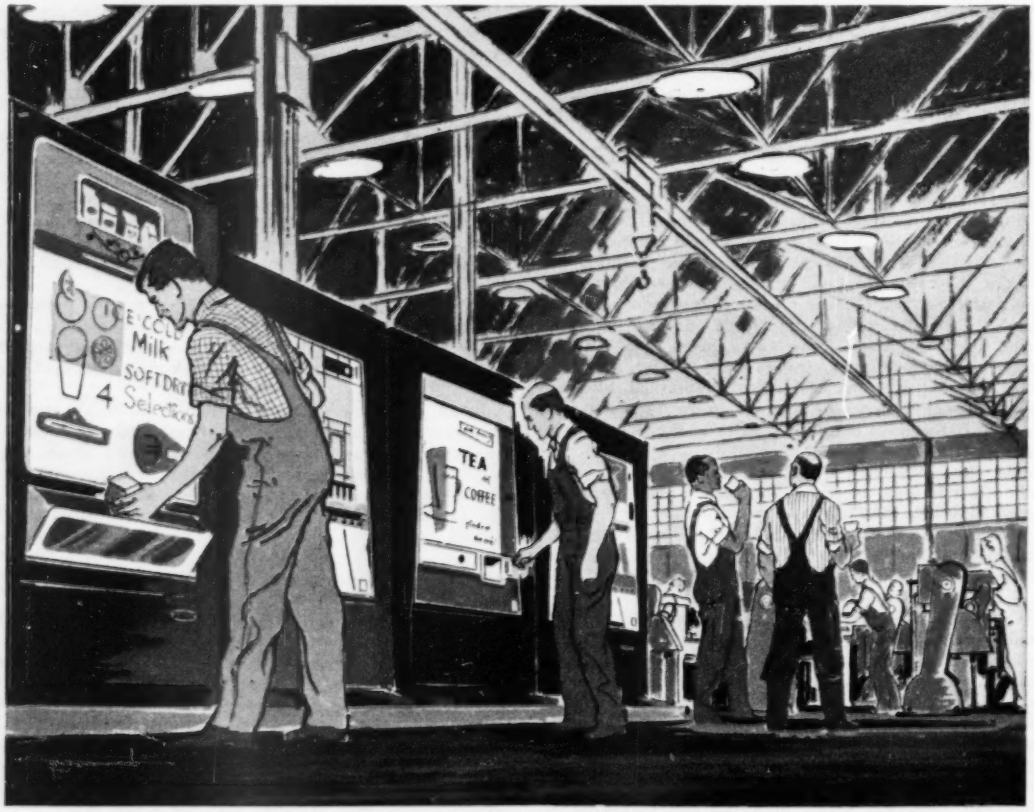

Personnel Management

IN PRACTICE

by Owen Lloyd

WOULD you allow apprentices to question and to criticize company policy—in public? Surely most managements would smirk in reply, much as they might do if asked to throw open the books for inspection by shop-stewards.

That is why surprise and respect naturally follow the announcement that the telephone, radio and television works of **The General Electric Co. Ltd.,** in Coventry, have already held a successful 'Any Questions' session, attended by a management panel and an apprentice audience.

The questions—including some cogent criticism—were collated by the training department over a period of time. Ample opportunity to suppress 'trouble-makers'! But these are some that were 'allowed' through.

- *Is it wise for management to allow rumours which arise after 'take-over bids' to swirl around an organization without any knowledge of management attitude reaching the staff?*
- *Why does the Company still persist in its policy of "no order is too small" when, to enforce more standardization on customers, would lead to greater productivity and efficiency?*
- *Is the GEC's sales organization satisfactory, and if not, what is being done to improve it?*
- *Is it good Company policy to accept large numbers of apprentices following a good financial year, and small numbers following a poor one?*

Harassed though the panel may have been, they expressed the willingness to take part in further sessions of the same nature. To answer such penetrating questions has a two-fold benefit. It provides an additional means of communication between management and men; it also boosts worker-interest, providing they are given full answers, as they are by GEC.

The composition of the panel should be wide enough to answer broad questions. In this case, it comprised the general manager, group chief accountant, personnel manager and controller of training.

★

TO keep "old-timers" in touch with company activities, once they have retired, firms either invite them to an annual dinner, take them on an outing, or send them a free copy of the firm's house-journal. The fault with most forms of 'keeping in touch' is that they are either liable to be regarded as 'charity', or they herd everyone together, forgetting that they are individuals.

The **Esso Petroleum Co. Ltd.,** which celebrates its 75th anniversary in two years' time, has seized a golden opportunity to bring its retired employees back into the Company one at a time. An established historian has been commissioned to write a full-length history of the company.

To assist him, the experiences and reminiscences of retired employees are being sought. Esso representatives are scouring the country from Plymouth to Inverness to track down the men who have 'lived' the company history.

Surely, it goes without saying, that these former workers will welcome the chance of again contributing to the firm's efforts.

★

AT their Chester-le-Street works, the **British Oxygen Company Ltd.** have gone one better than that old advertising slogan. They say: "If you want to get a JOB, get a hat"!—a hard hat, a safety helmet. It has been made a condition of employment that protective headgear is worn on the site.

"The rule is a golden one", says safety officer M. W. Flynn. It applies to management, to visitors and to contractors' employees. "No helmet, no job"!

Describing the safety set-up in the BOC house-magazine—*Pennant*—Mr. Flynn probably lays his finger on the reason for success when he points out that the site started with "a comparatively 'green' force." If only the established forces throughout industry would give in so readily!

But perhaps they do not receive so many other safety incentives as these at Chester-le-Street. People returning to work after absence through sickness or injury are examined by the part-time medical officer. Personnel in the chemicals department, who become involved in accidents, all report for treatment, whether there is lost time or only minor injury.

All accident reports are distributed to members of management so that a recurrence can be avoided and the hazard removed.

How do these precautions pay off? At this site, the accident rate has declined by two-thirds in five years.

★

THE old type of industrial catering is a thing of the past. How many times have we heard that in a factory, only to discover, on examination, that the catering manager must surely have been talking about a restaurant in some other works?

At the Scunthorpe plant of **Richard, Thomas & Baldwins Ltd.,** the claim is upheld. Not only does the new restaurant offer a full choice of meals for 24 hours a day, it also contains many refinements that a public establishment cannot boast. For example, a call-order unit allows the customer to choose chops, beefburgers or sausages to be cooked while he waits.

With a 25-strong staff, the restaurant can serve as many as 14 customers a minute in its 250-seater dining-room. They can be sure of the freshness in their food, by virtue of extensive refrigeration. It would be surprising too if the customer did not have a free smile from the counter assistants: every modern kitchen device has been provided to give them both the time and the inclination to welcome their customers.

★

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the eyes of a management committee. How does one qualify? The factors that are taken into consideration are mainly those of need and hardship.

Length of service also carries weight, but it is understood that it has no over-riding power. In other words, there is a useful step away from the old days when the 'kind-hearted' employer would keep you out of company accommodation, if you were so much as a month short of your 'qualifying' period.

The maisonettes offered by Chiswick Products are specially designed and constructed to allow for the needs and convenience of old people. Another stage removed from the attitude that conveys that "they ought to be grateful that they get anything out of us".

★

ALL too often we hear of our overseas trade being upset purely on the grounds that we cannot communicate with the national, unless he happens to speak English.

The **British Motor Corporation** is taking positive steps to stamp out this shortcoming. During their course for training export personnel, they set aside fixed periods for language tuition. As one of the tutors explained: "It is only an introduction to the language so that they will understand and be able to make themselves understood and quickly become fluent when they are out in their particular territory".

Nevertheless, it is a worthy contribution to overseas sales by such an important manufacturing company. It smacks no longer of that old-fashioned mentality which demanded that its overseas personnel learn a language in their own leisure hours, "if they want to get on".

★

A PERSONNEL problem is often solved by a production adjustment. Unfortunately, it is not every firm that will recognize the force of this truism.

The adoption of new techniques at the Berkhamsted factory of **Durrant & Son Ltd.**, furniture manufacturers, has increased output despite an acute shortage of skilled labour. The change has also had no detrimental effect on quality; and it has stepped up delivery from six months to six weeks.

This reorganization programme, carried out under the guidance of Personnel Administration Ltd., was simultaneously used to make effective changes to personnel policies and working conditions. A new bonus scheme gives skilled men an extra £3-£4 a week. They are also allowed greater security through a pension scheme; and colour schemes in the factory, plus strip lighting, have made some contribution to improved morale.

If similar improvements were introduced without changes to machine lay-out and production flow, it is quite on the cards that the workpeople would have been less willing to accept them. Perhaps this can be attributed to a desire for all to 'suffer' from change. "It's O.K., as long as the management has to sort itself out".

★

IT is not always possible to keep the salesforce in touch with manufacturing units, especially when the selling has progressed as far as the retail stage. Full marks, therefore, to **Marks & Spencer Ltd.**, who have initiated a series of open-days for their suppliers.

Supervisors and machinists from the corsetry firm of Wood Bastow Ltd., recently visited the Nottingham branch of M. & S. They were given details of the store's policy for its retail girls; they were told of the exchange system for sub-standard purchases; and they were given reasons why Marks & Spencer insist on such high standards of cleanliness and manufacture.

Through this system, supervisors have had impressed upon them the utter necessity of high-class inspection. The machinists are reminded that the salesgirl bears the brunt of customer wrath in the event of shoddy work being passed on.

Since we, as customers of Marks & Spencer, can offer praise for an article as well as criticism, the open-day offers an ideal opportunity for sales girls to pass-on compliments received from the purchasing public. All in all, this is a practical demonstration of how every employee engaged in the business of getting consumer goods to the public can simply be brought into the picture.

ADVANCE NOTICE

McMurry Conferences
at Kensington Palace Hotel

Nov. 22-24
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Nov. 27-29
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OF PARTICULAR INTEREST TO INDUSTRIAL MANAGEMENT IS AN EXCLUSIVE BRAND NEW COTTON FABRIC, a most attractive material now available for the first time on a number of the women's garments. Patterns of this and all other materials in the Supercraft range are bound into the Catalogue.

Copies available without obligation to Personnel Managers, Welfare Officers, Purchasing Officers and executives in all industries.

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Tel: SHirley 3809. Factories at Oldham & Westhoughton

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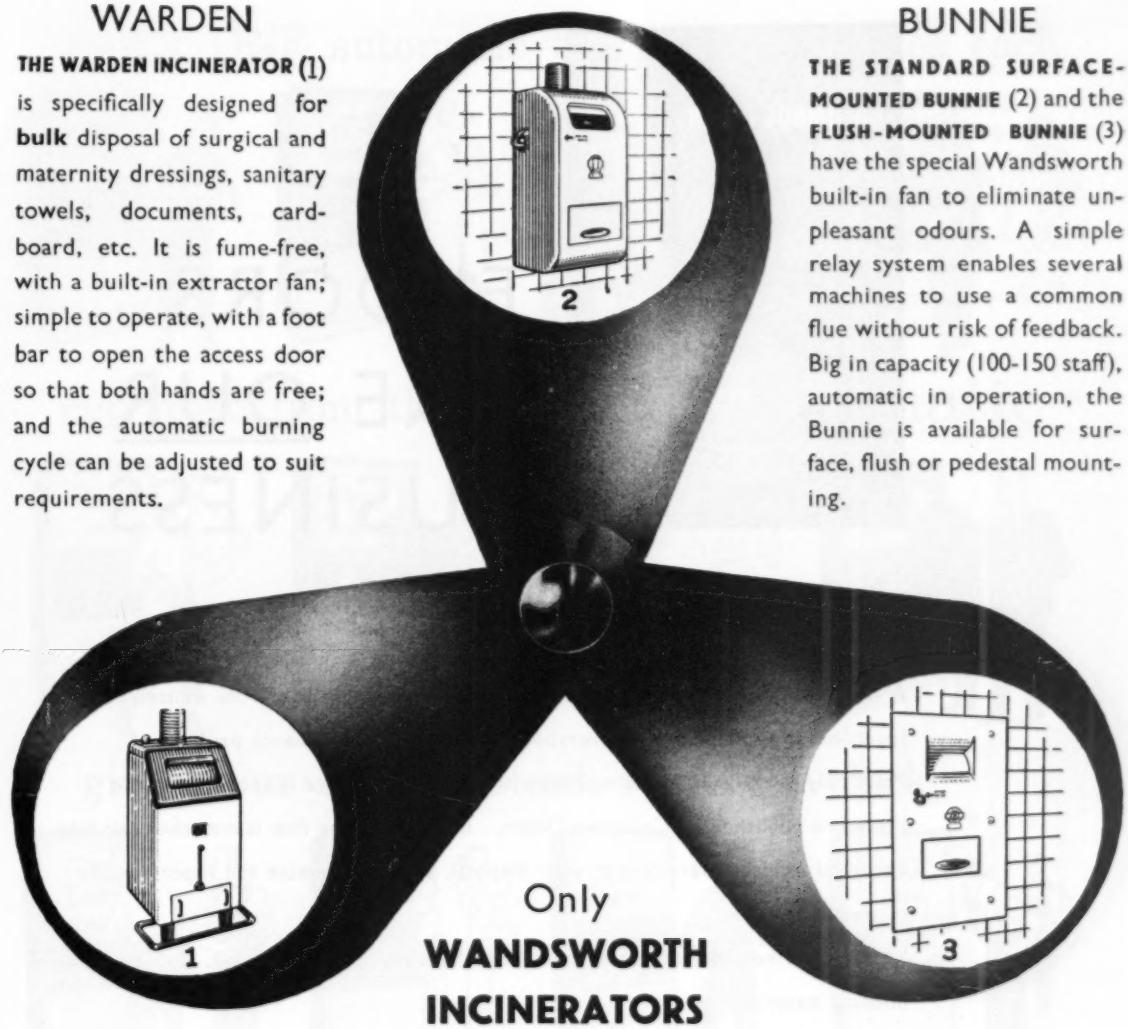

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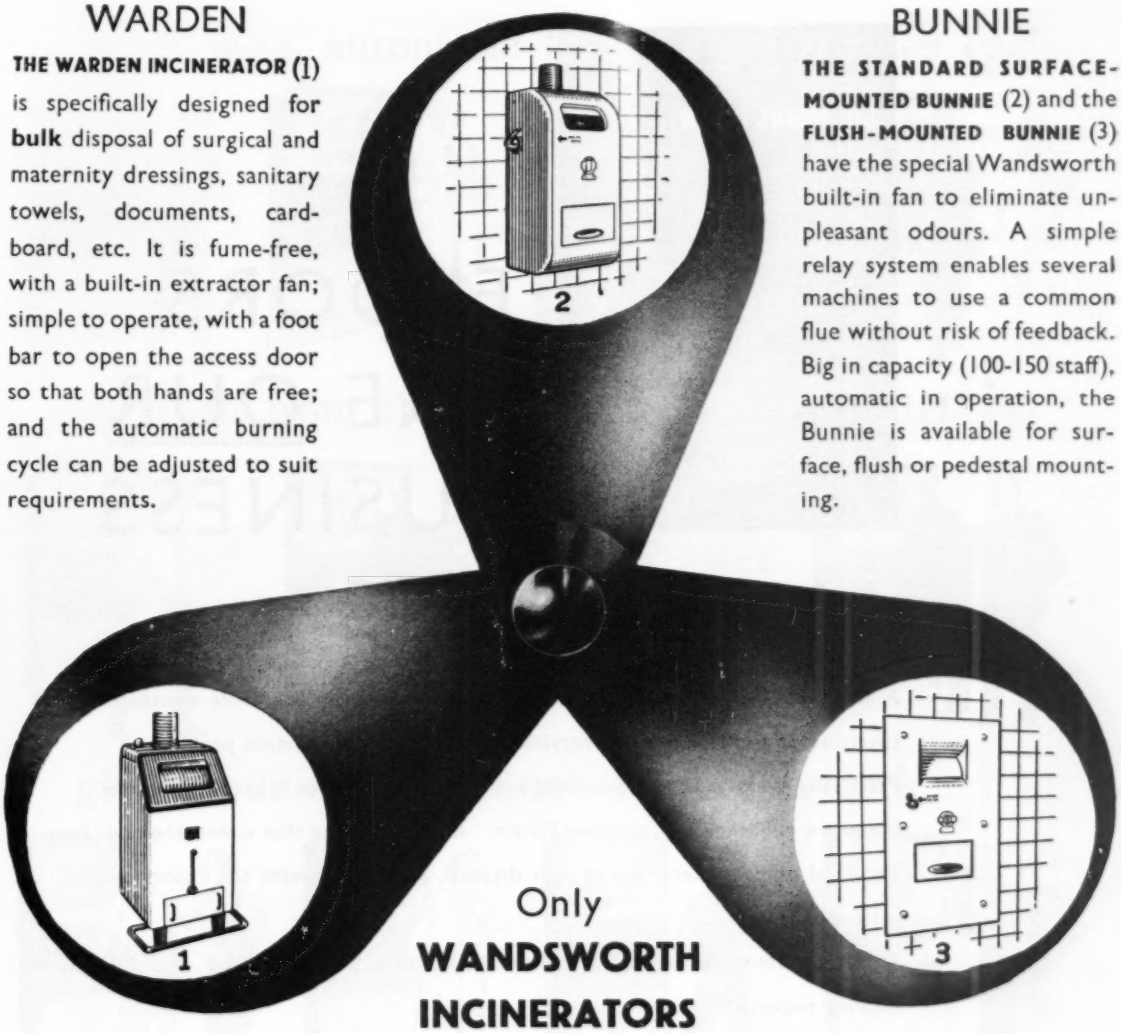

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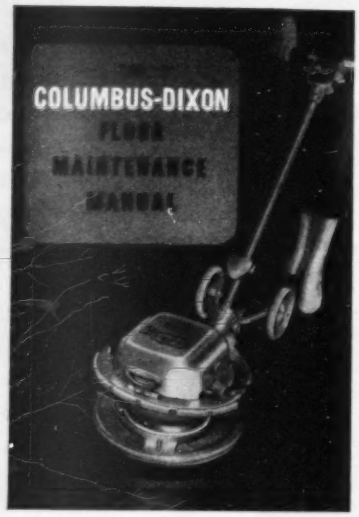

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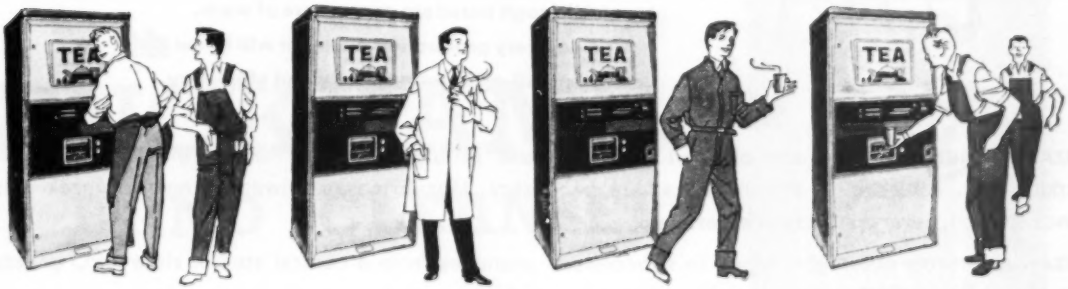

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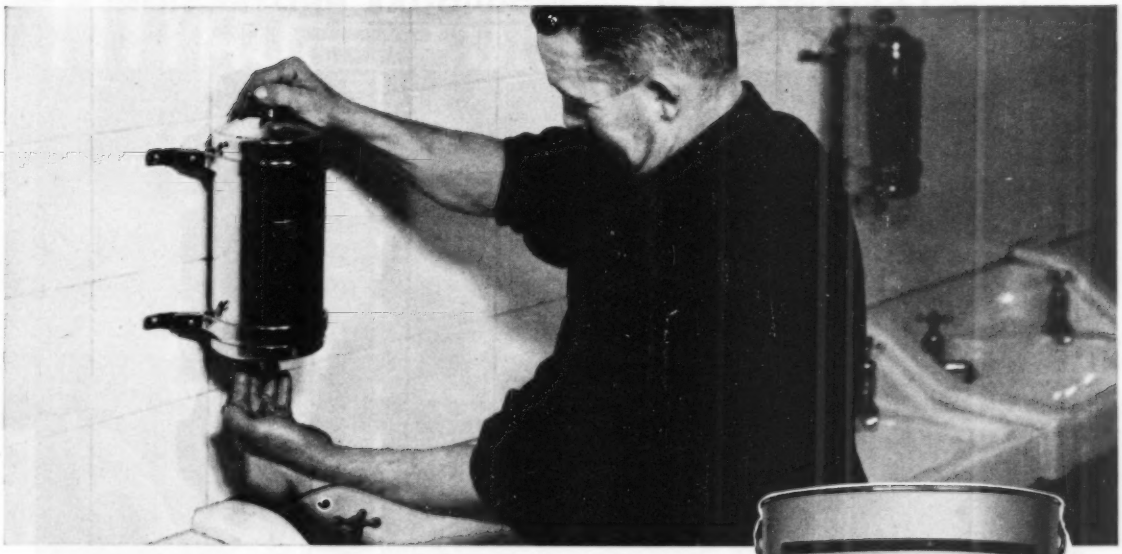

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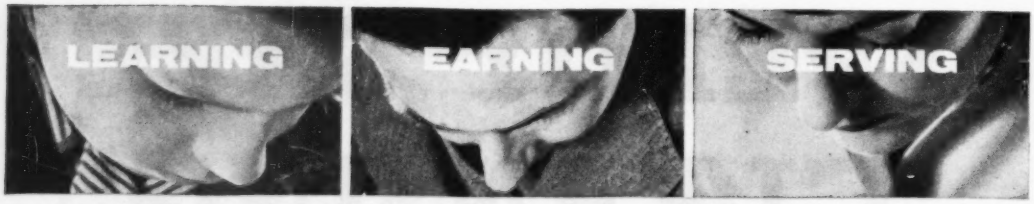
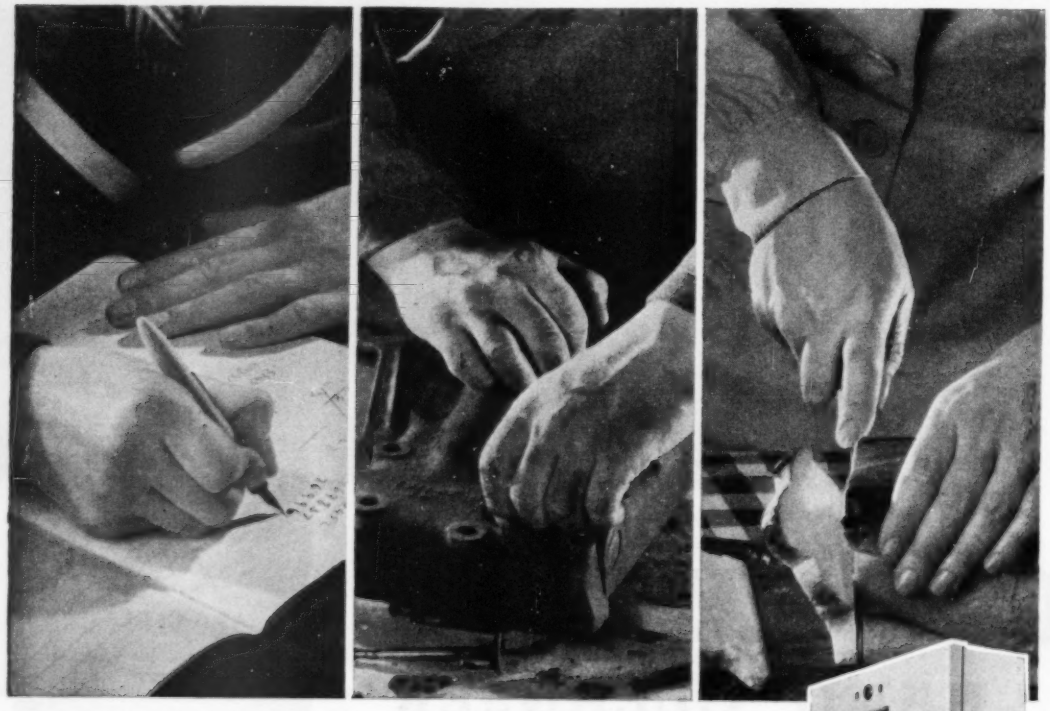


HANDS NEED INDIVIDUAL PROTECTION



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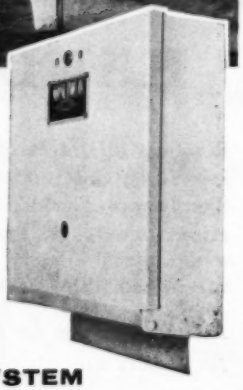

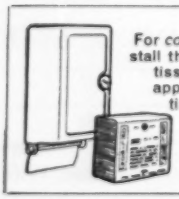

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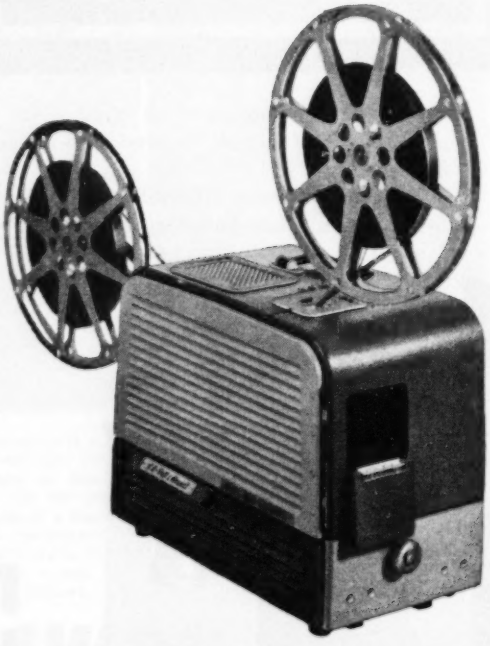

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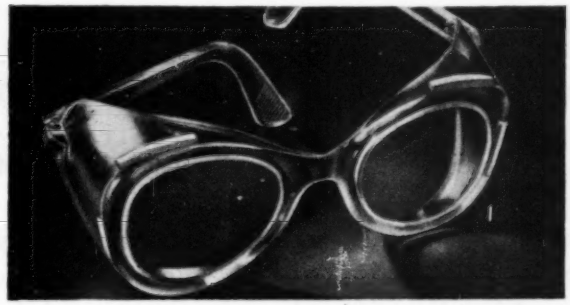

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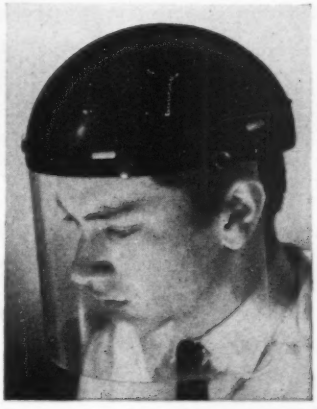

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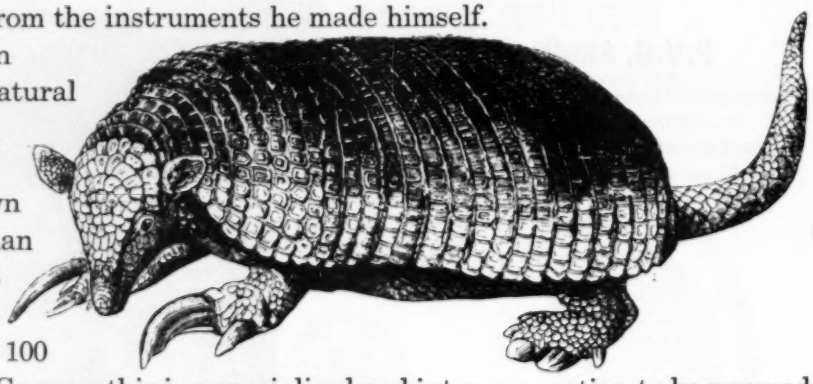

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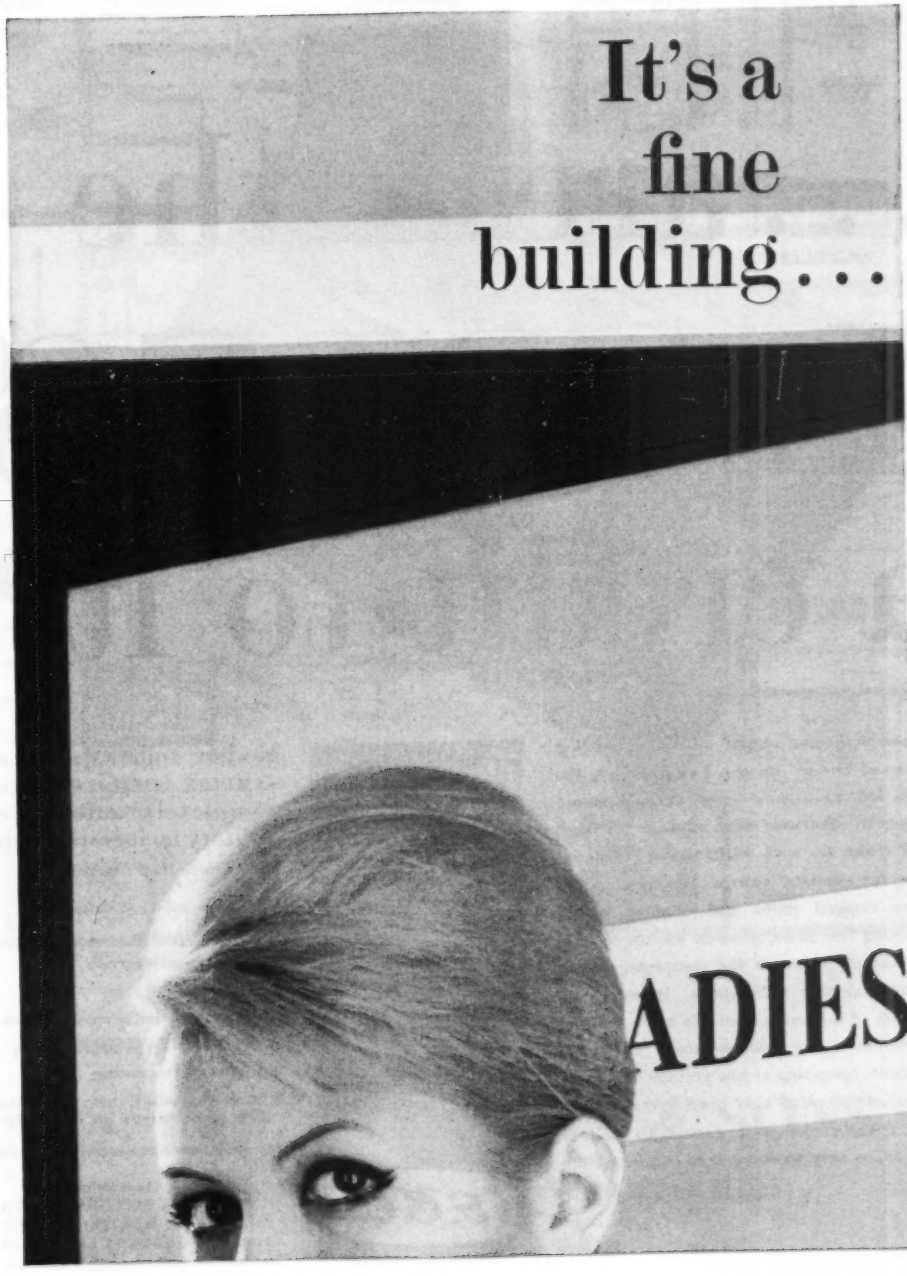
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building...
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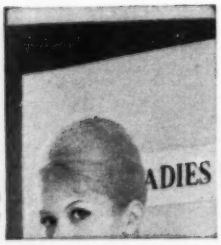
. . . are  the

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a credit to it?

When you have to put up a sign reading "Out of Order" on the Ladies toilet, the odds are the toilet's out of date. So many toilets in otherwise ultra-modern buildings still make do with 19th century disposal bins for sanitary towels! So many suffer from clogged pipes and choked drains! Showing the clean, modern way to dispose of sanitary waste is the completely automatic SANFIRE AUTOMINOR. It works at the lift of a handle. And it's built for long life with a corrosion-resistant solid rod element, operating at low voltage. Ask for a demonstration of this good-looking slim-line model, so easy to mount to wall or alcove, so easy to connect to common flues

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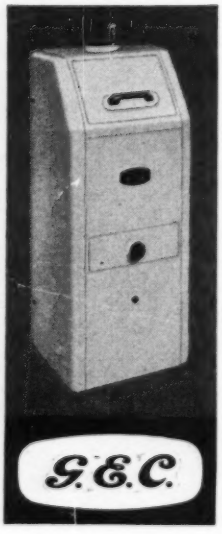

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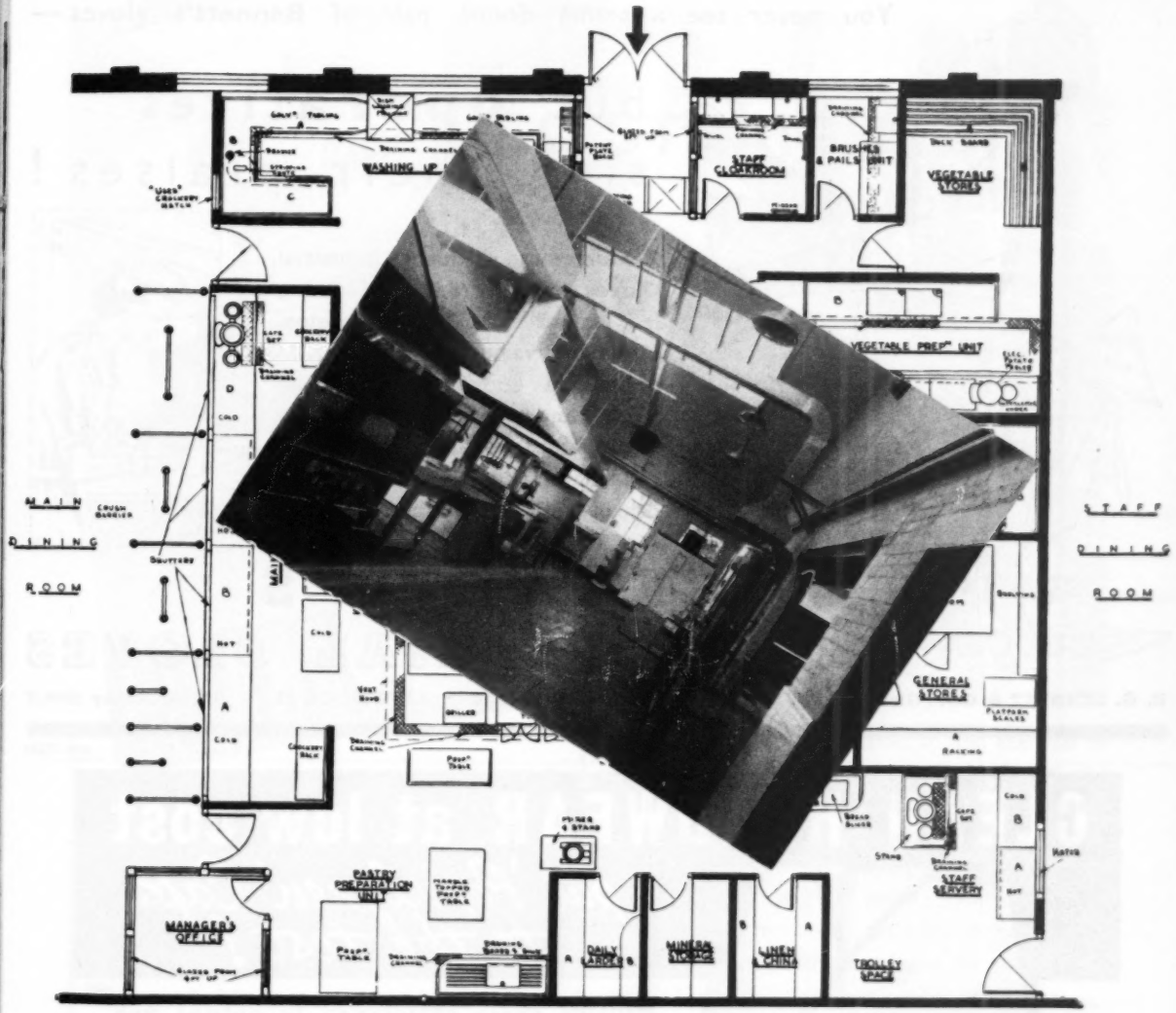

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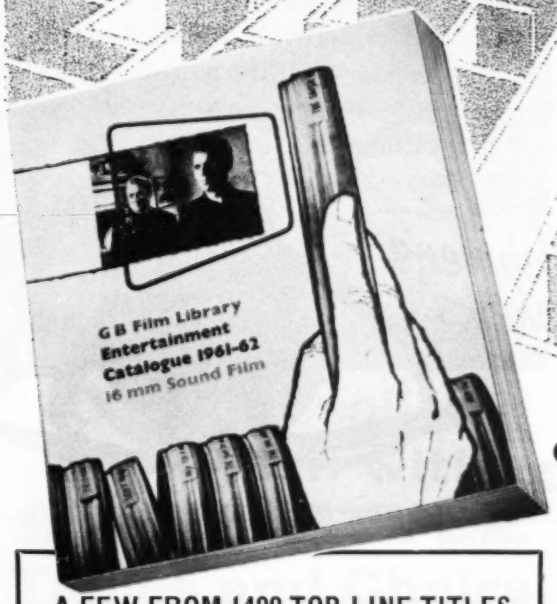

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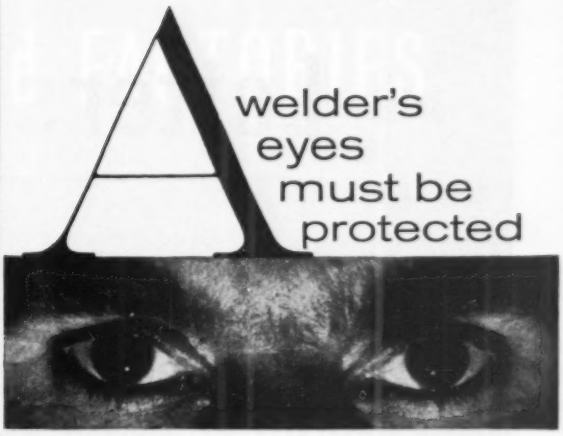

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For further information on eye-protecting glasses, please write for our detailed folder FG2/B, Dept. H.S. Chance Brothers Limited, Glass Works, Smethwick, 40, Birmingham.

Letters to the Editor

Sir,

Your tame personnel manager, Technicuss, is certainly writing up to his declared intentions. I have been trying for a long time to find the man who would freely admit that personnel management must be 'profitable' as a career for it to have any meaning.

Up and down the country you find all these 'haloed goodies' with a mission—and no guts; with a commission—and no managerial ability; or with a yawn—and no inclination to work. It probably all stems from the fact that people like to think of the job as a profession. It is nothing of the sort.

Personnel management is business—just as much as accountancy, sales or production. We do this *job* because we are good at it; and we are interested for the same reason, plus the fact that it will make us money. At least, it *should* make money, if we are going about it in the right way.

If personnel people go on regarding their work as a vocation—or even as a vacation—we shall all end up like the teacher. Respected by none—and paid accordingly. Look at the advertisements where a firm gives a salary range for the personnel job; it has started already!

I know that many personnel managers thrust away the cloak of executive authority. "We like to be considered as advisers," they say. Splendid! Consultants are advisers, too. Let us bring our fees up to their level!

LESTER J. MOLINS.

King Street,
Hammersmith,
London, W.6.

★

Sir,

What J. M. Sinclair has to say in his article, 'Are You in the Right Job?' is clearly true. It is as important to have the right temperament for a job as it is to be appropriately qualified.

I wish, however, that some lead had been given on how his observations might be applied in practice. We know that it is undesirable to have people in our employ who are temperamentally unsuited to their jobs, but is there really very much we can do about it? For the employee who changes his job, the question is just as tricky. He can rarely know in advance how well he will suit his new post.

Careful selection is the usual answer: in general, cyclothymic personalities make good foremen. Schizoid personalities fit staff jobs. Obsessional personalities are useful in positions which require nothing more than adherence to a rigid routine.

As long as we talk about ideal personality types and abstract functions, fitting the man to the job looks deceptively easy. But once we place jobs in the context of the particular atmosphere of a firm the whole issue becomes considerably more complex.

The chief problem arises from the fact that the character of an organization is essentially unstable. An era of technical or market changes will suit imaginative idea-men and high-flying rebels. Stable conditions demand men who will not feel frustrated in following purely routine procedures. Alternatively, retirement of a strong man at the top will force the management team remaining to stop playing 'Follow-my-leader' and produce ideas themselves, or be reinforced by recruiting a different type of man from themselves from outside the company.

It is rare to find a man whose character is flexible enough to ride smoothly with the fluctuations in an industrial organization. Most men soldier on in the face of change, content to see their aspirations vanish as they dimly perceive that they are out of their depth. Others struggle to adapt themselves and fall victim to neurosis and thrombosis. Hardly any will change their jobs. Changing one's job requires just that kind of flexibility which would enable one to do well while remaining in one's old position.

Our dilemma is clear. For responsible jobs, do we recruit the conscientious but unimaginative man, or the rebel with ideas? I would have no hesitation in my choice. If the situation should demand it, you can never teach the unimaginative conformist how to have ideas. There is much more hope that you can teach the bright rebel the arts of diplomacy.

ROBERT PURSELL.

Walton Street,
Oxford.

★

Sir,

In your column 'Personnel Management in Practice' last month, Owen Lloyd made an interesting reference to the increase in production achieved at N. Corah (St. Margaret) Ltd. However, in describing the categories into which 'sub-standard' girls were placed, he included one puzzling class: "Performance affected at times through variation in production flow".

Surely this was not a personnel problem? In fact, the very wording indicates that it was not. Therefore, might I suggest that there was no particular point in this factor being allowed for in the analysis carried out by the firm.

L. T. WEBSTER

Bristol Road South,
Longbridge,
Birmingham 31.

OWEN LLOYD REPLIES: I agree that the specific problem was concerned with production. But I cannot accept Mr. Webster's implication that it is, thereby, completely remote from personnel attention. Surely, in this factory—as in any manufacturing unit—the end product depends on joint effort of people and machines. If they do not work in harmony, one is at fault, maybe both.

If a personnel manager is concerned that his workforce is not operating at the highest possible rate, it is his responsibility to make moves to increase the rate. Should this necessitate the revision of the work flow, he is fully within his rights to have the necessary changes made.

To preserve a proper balance between morale and efficiency, management has a duty to adjust any part of the production process that hinders the achievement of this goal.

Further: if Mr. Webster cares to turn to page 7 of this current issue (The Durrant Story) he will find another example of the inextricable nature of man and his machine.

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Educate for Change

Mark Essendon discusses the changing patterns of business life and the new needs of training with Michael McCrea, personnel and training manager, International Computers and Tabulators Ltd.

HOW does a training specialist react to the pressures of continuous and rapid expansion in his firm's business? And how does he relate his company's training problems to national trends?

With these questions in mind, I went to discuss education and training problems with Mr. McCrea of I.C.T., who had 8,500 staff in his care when the merger between the British Tabulating Machine Co. and Powers-Samas was effected in 1959. Just two years later, as training manager of Britain's largest firm making and distributing data processing equipment, he has more than 20,000 personnel on his books.

But this is much more than a rapid company expansion: it is a guide to the swiftly changing patterns of business life caused by the lightning pace

In the quiet of Bradenham House, ICT coursemen have time to think; that is their business

of scientific progress. I asked Mr. McCrea what could be done to 'educate for change', in view of the fact that we could not have predicted in 1946 the great changes we have experienced since the war.

How can employers develop the qualities that will be required in their staff in the 'accelerating 60's'? And which qualities will be in greatest demand?

Clarity of thought I put first. This has two aspects, perspicacity and perspicuity. The first quality is the power to see the essential in a complex situation, a prerequisite in any business. Perspicuity is the power of clear expression and we must remember that communications are one of the greatest problems confronting us today.

Next, I would put conscious, purposeful action. Good plans are fruitless without this. Another essential is the capacity for making an objective assessment of results. You see, it is sometimes hard to accept that one's plans are only 20 per cent successful, but business succeeds where people can make a cool detached assessment of the results of their efforts.

But, frankly, all these activities are of no avail without enthusiasm and courage. At every level in an organization, people must have enthusiasm for the work they are doing, and a resilient courage to accept the continuous challenge of change.

How do you ensure that I.C.T. employees are not short of these qualities?

We are very lucky. Our product forces us to think logically. Our main training schemes are directed towards the application of mechanical, electromechanical and electronic equipment to the commercial side of industry. These machines are nothing if not logical. They therefore require us to think clearly and logically.

In tackling a problem, one is confronted with voluminous information, and much of it is irrelevant. But the system requires a plan—the simpler, the better—and then purposeful action to carry it out. At some stage the detail of the system has to be written down and explained to a third party. Results must be objectively assessed.

Classroom instruction provides just one more step towards the ability to master and communicate complex and voluminous information

Enthusiasm and courage are called for when a proposed system does not measure up to requirements, and one must scrap it and start again. To some, this might sound like philosophizing, but there is one more requirement which concerns us all—at any rate up to the age of retirement—and that is to maintain our mental flexibility up to a late age.

Yes, I have heard it said that people's mental reflexes slow down while they are in their late twenties, but they still have almost 40 years of working life ahead of them in a changing world.

It may be because the acceptance of change requires mental effort that adult prejudices against the 'new' are founded on laziness. But surely, in exploiting this country's inventive talent, we must train so as to retain mental flexibility until our late fifties. Experience compensates in our later working life for lack of ability in personal adjustments.

How does I.C.T. attempt this training for a young-in-mind staff?

I must admit that the constant change of product is an enormous help. After all, 12 years ago, computers virtually did not exist. This has stimulated a great deal of thought at all levels and ages, but it is only fair to say that some have found these new engines difficult to accept.

Teachers have always been aware of the need to recharge batteries.

More than any other class perhaps. We simply must be prepared to stimulate more staff members by means of courses, lectures, visits abroad and so on. Colleges can be an enormous help with one-day lectures and discussions on imaginative subjects.

Do you mean a still wider view of liberal education courses?

A new vision of the role of mathematics for a start. Too many people regard this discipline merely as a tool, with countless practical uses. Mathematics is the language of science which describes every kind of relationship between measurables without being at all superfluous.

(continued overleaf)

What about in-training for particular skills?

I am often struck by the general inattention to report-writing skills, written criticism and précis work. Nowadays, commercial staff are expected to assess recommendations on issues which, 30 years ago, would have been the sole concern of the managing director or general manager.

Do you think sufficient regard is being paid to languages?

In the days when men served apprenticeships in engineering in this country and then went abroad to earn their living, Britain had ready-made salesmen when it came to re-equipping and expanding the undertakings where they worked—power stations, tramways, railways, etc. These important jobs are now held by local nationals who are as keen to court the Germans or the Japanese companies as to favour this country with orders.

We must produce more literature in other languages and have representatives capable of conversing with potential customers in their own language. French, German, Italian and Spanish have been a sufficient stock for the old commercial world. Why should we not be prepared to tackle commercial Hindi, Russian and Chinese?

Do you feel there is any one basic weakness in most education and training schemes today?

I do. In designing our training schemes, we must never lose sight of the basic aim that we are in business for profit. We tend to have good accountants, good demonstrators, good managers—rather than good traders.

Punched-card techniques need clear explanation to customer employees

How has this come about?

It is a bureaucratic outlook, made popular by years of controls and born often of giant undertakings. Sometimes it is more than difficult—impossible—for staff to relate their activities to a profit and loss account. Does a lab. boy link a broken test-tube with the company's profitability?

In your experience, have you found training officers more cash-conscious than the people they are training?

When he has contrived a beautifully integrated well-balanced training scheme, your training officer has no thought of profit. And the good planner, when asked to bring a delivery date forward by a fortnight, regards the suggestion as a sabotage attempt on his plan, not as an effort to speed-up the gaining of revenue.

Of course, this is not just a matter of organization. It is an attitude of mind. But our competitors abroad are traders and, in our training, we must do all we can to restore the trading mentality to this country.

Do you foresee any major changes in training methods in the near future?

Just think for a moment how new machines are going to challenge our work habits. You see, we have only just begun to scratch the surface of computer usage. Data will not only be transmitted between machines but exchanged.

The American Telephone and Telegraph Company expect communications in the United States between machines to exceed voice communications in this decade. Information will be presented to us with such speed that, to remain flexible and in full control we will have to operate swiftly and we shall certainly have to plan.

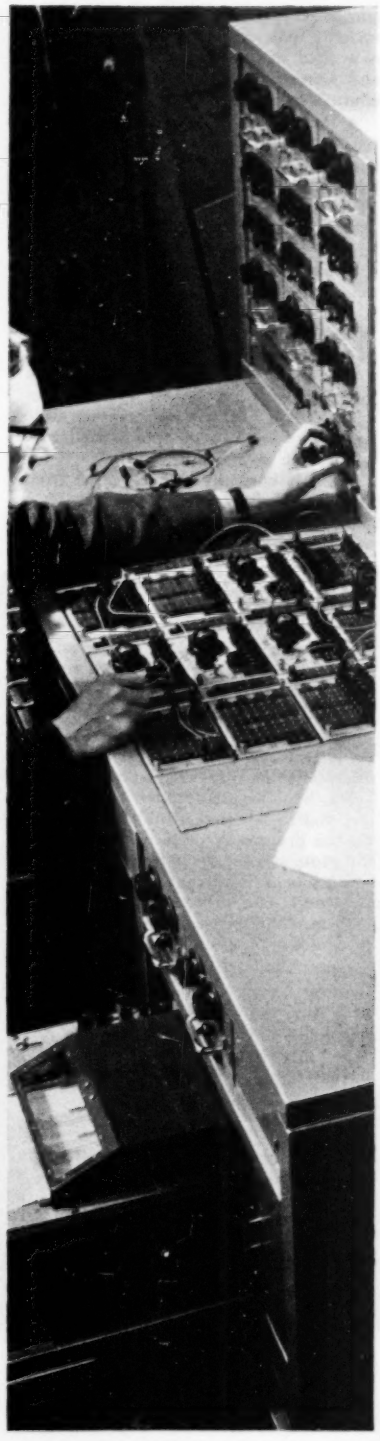
We are entering a new age of planners—flexible planners I hope. I can see how teaching machines will help shoulder the load of education and training. But it will also be essential, in a more mechanical and technically efficient world, to organize liberal education in arts and sciences to preserve breadth of mind necessary for commercial successes.

In your own firm, what are your more urgent problems? And how are you tackling them?

How can you persuade managers without university education not to have too much respect for graduate and *A*-level juniors and also stimulate more open criticism from above? In a rapidly expanding firm such as I.C.T., how do you convince the manager's manager that he must part with an irreplaceable assistant so that job-rotation can work, as it must? Courses are no good without appraisals.

But where do you find time for this stock-taking process when you can hardly spare men for the courses? Perhaps I should be glad that the present worries can all be attributed to our fantastic growth, the snags to be expected from an outstanding development of our business.

Engineers as well as traders are trained for adaptability



Computers Re-stock the Career Market

by Robert McKinnon

THE second Electronic Computer Exhibition, which is being held at Olympia from October 3 to 12, comes at a time when a wide range of British firms are operating—not merely contemplating—modern data processing systems.

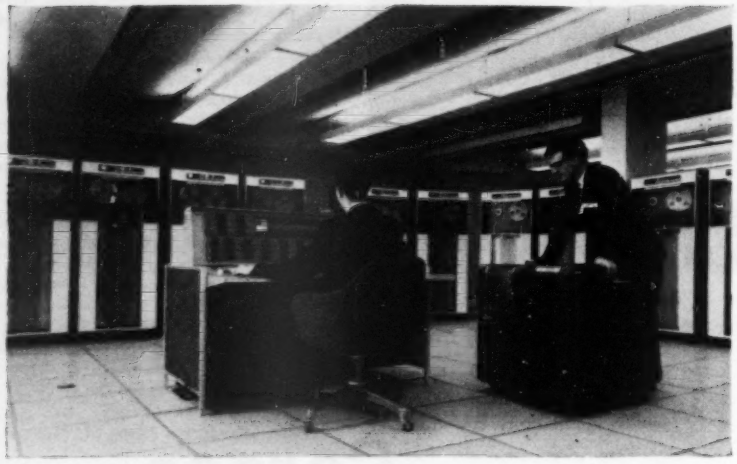
It is this, as much as the new techniques and improved equipment on show, that will contrast this exhibition with the first which was held in November, 1958. Then, the number of British companies with any practical experience of computers could be counted on the fingers of both hands, and most of the people who visited the exhibition did so to get a general idea of what it was all about. That, however, was the object of the exercise, and as such its success exceeded all expectation.

Another important difference is that, today, managements are able to take a much more balanced view of computers and allied equipment. In the days of the first exhibition, opinion was sharply divided between those who dismissed the new hardware as an "expensive gimmick to keep up with the Joneses", and those who saw in a computer installation a panacea for every management problem under the sun.

User experience has proved both factions wrong. It has shown that the computer will never relieve management of its obligation to manage. Equally, it has demonstrated that these machines in addition to taking much of the drudgery from the day-to-day routine of running a business, can provide managements with information that could not be obtained in the ordinary way.

A tour of inspection

The forthcoming exhibition, at which fifty-two of the leading British manufacturers in the computer field will be displaying their equipment and systems, is to make a special feature of the practical experience gained in the last few years. Visitors will be briefed not only on the stands, but in a number of cases exhibitors will be taking them on special tours on which they will see at first hand computer



The IBM Data Centre in London is for organizations who want to write their own programmes and operate the machines

installations at work in factory and office.

There is also an Electronic Data Processing Symposium at which speakers from various branches of industry and commerce will be describing in business terms the advantages of the systems.

Accepted without a murmur

The exhibition makes this an opportune moment to take stock of what has been happening on the personnel side of electronic data processing which, as a relatively young branch of human enquiry and experiment, is still teeming with new ideas and techniques. And, when one remembers how at the time of the first exhibition many people were shaking their heads and predicting mass dismissals of staff, perhaps the most remarkable thing of all has been the virtually complete absence of any management-labour trouble on this account.

Today there are computer installations at work in Government departments, in a wide selection of nationalized and private industries, in banking, insurance and market research, but who can recall any major dispute in the transition?

This is confirmed by answers I received from a number of computer manufacturers to whom I put the following question: *Do you know whether any customers have dismissed staff as a result of having installed an electronic data processing system?*

Not one company replied 'Yes'; but the following is a typical selection of answers.

"In general, our company no longer sells EDP equipment on the basis of the customer being able to save staff and money by mechanizing".

"I believe, never. There has sometimes been no replacement of natural wastage. Normally, it is a case of more work with the same staff, rather than the same work with less staff".

"No. Any savings in clerical staff have been covered by normal staff wastage. The setting up of computer systems is spread over fairly long periods. In two cases where substantial staff savings were anticipated, the companies concerned adopted the policy of filling any vacancies which occurred during the pre-installation period with temporary staff".

More jobs —more staff

But there is a much more positive side to the picture. As a brief study of the 'Appointments' columns in the Press will confirm, the advent of the computer and ancillary data processing systems has opened up an entirely new field of jobs and careers to men and women in varying age-groups and educational attainments.

A number of titles unheard of a few years ago—titles such as programmer, systems analyst, EDP salesman, service bureau specialist and computer engineer—crop up in advertisements with increasing frequency. The main problem is to find enough of them.

The personnel man's main task in this field is to recruit and select people for training as machine operators and programmers, especially the latter. He is not concerned so much with the actual training, for this is carried out by the manufacturers on behalf of customer firms. But, of course, considerable wastage results if personnel departments choose the wrong people.

What is basically wanted, apart from the normal personality traits which a company deems acceptable, are minds with an above average aptitude for logical thinking. The manufacturers themselves, in their own recruitment and selection procedures, use special objective tests to measure this ability. They place great emphasis on pre-selection, even though it is not always easy to find enough people of the right calibre.

It is the programmer who is in charge of the day-to-day working of a computer installation and, though his training may take anything from one to two years, he is basically born for the job, not made. Mass recruitment, followed by the discarding of large numbers, is therefore costly and useless. Personnel officers in firms planning to go over to electronic data processing would therefore be well advised to consult manufacturers on pre-selection tests.

The training provided by the manufacturer for customer staff is invariably of a high standard and, though naturally angled to the manufacturer's own equipment, usually covers the theory of computers in general. In some cases, especially when a computer is sold, training is free to a given number of customer staff, while extra numbers are trained at cost price. All courses have a strong practical content, and anyone who has ever been a member of one will readily confirm the thorough and exacting nature of the instruction.

A number of personnel officers may still feel that they are remote from the implications of computers and related equipment. This is not a view shared by the manufacturers, all of whom report a growing interest from practically every type of industry. Enquiries, they concede, are quite a different

thing from orders, but one manufacturer (by no means the biggest) listed the organizations and industries to which it had already sold machines.

Scratching the surface

The list included: British Railways, Local Government, Board of Trade, GPO, textiles, electrical engineering, heavy engineering, pharmaceutical and domestic products, insurance, banking and paper. Other manufacturers can report equally diverse sales patterns and, as a body, they are confident that they are only at the beginning. They anticipate a steady expansion rather than a spectacular break-through, which is something they would not want anyway as most of their systems are custom-built.

Every firm questioned reported the strong interest shown by the banking and insurance industries, activities which since time immemorial have relied heavily on clerical labour. The same, it will be noted, is true of Government departments many of which have now installed computers. In May this year the first building society (Leicester Permanent) ordered a computer.

These developments are of special significance to personnel managers, for they reveal a trend in the labour market which will gather strength as time goes on—namely, the thinning ranks of clerical staff. The days when the white-collar man had to accept boredom and monotony to gain security are vanishing.

For the man of reasonable education, average intelligence and good commonsense, there are today many more interesting and equally secure careers (not to mention better paid careers), outside the Civil Service and the banking and insurance worlds. Only electronic data processing systems will be able to take over the dull but indispensable labours of such people.

The forthcoming exhibition at Olympia will pin-point to what extent these systems can now not only replace human effort but also speed it up. It will also underline (and this cannot be too often repeated) that, in these machines, man has not a master but a very willing and competent servant.

IN THE PAPERS

Topics to be discussed during the Electronic Data Processing Symposium include :

● **INVENTORY CONTROL, ACCOUNTING AND PAYROLL** ● **SHOP PROVISIONING** ● **COMPUTERS IN INSURANCE WORK** ● **MONITORING, SALES AND STATISTICS** ● **A MARKET SURVEY**

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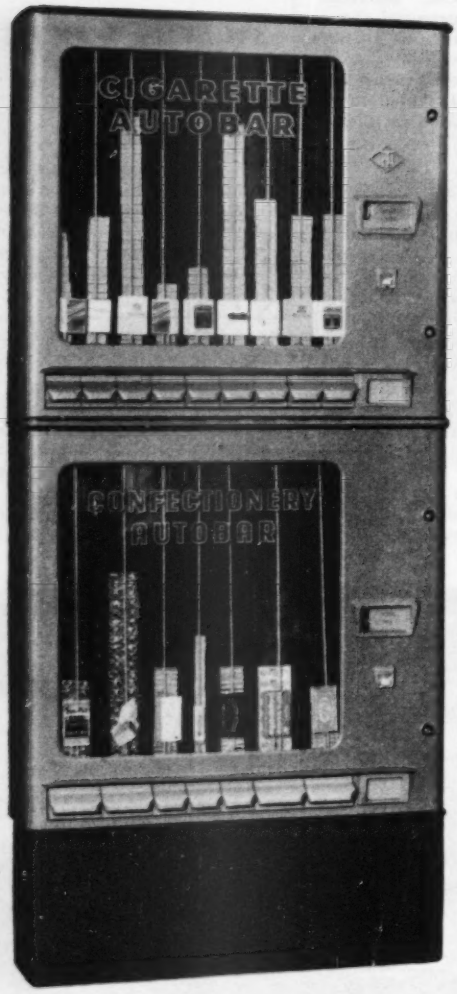

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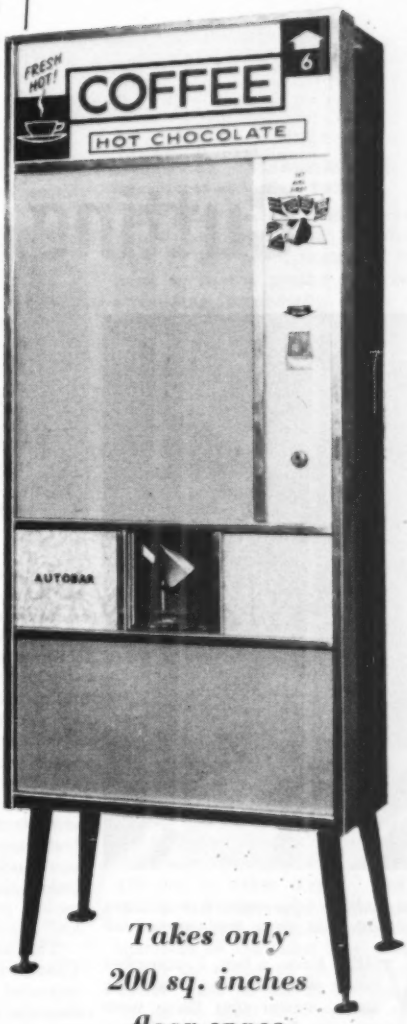

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Commercial apprentices at British Timken get more out of practical projects than from text-book training. The firm benefits – from the trainee's self-reliance.

Cutting the Apron Strings

by Howard Griffiths

This graduate apprentice has to learn fast if he is to do a professional job

WHEN I was a boy, I remember being warned by a gloomy Latin master that there were men pacing the Embankment without shoes on their feet, "all because they never learnt the present tense of *amo*". It is doubtful if, in these days, there is any close correlation between a deficient classical education and deficiency of footwear; but the thought remains correct. It is no good having a fine head on your shoulders if you never learn how to use it.

In our offices today, there are apathetic routine clerks who were once bright young men, and middle-aged management trainees who are never going to manage anything, all because they have never been taught how to apply their basic intelligence to the practical business of industry.

A good commercial training scheme, such as that operated by British Timken at Duston, Northampton, has as its premise the obvious but often forgotten truth, that the most glittering intelligence, unless it is fed with the right information, is about as useful as an electronic computer in a power cut.

At British Timken all commercial apprentices commence their training with a works tour. This means that they spend at least one day, usually more, in each of the manufacturing, assembly and inspection departments, and in works offices and technical departments, before they pass on to a much longer period of training in the commercial and administrative offices.

The education officer, Mr. D. J. Lister, told me that, in this way, it was intended that they should grasp the essential fact that the functions of every department and of every person are interwoven in a close network. The minds of young entrants begin to become industrial minds when they realize that decisions can never be made in isolation, and that the optimum solution to a problem in one department may have disastrous consequences for another. In a very practical way, commercial apprentices come to appreciate immediately the importance of good communications.

There is no aimless drifting in training: graduates and school-leavers pursue a specific course of studies. The nature of these is left open for choice by the commercial apprentices, but the course most commonly followed is study leading to the examinations of the Institute of Cost and Works Accountants. Accountancy is the corner-stone of business. As Mr. Lister remarked, it is no bad thing for even a personnel manager to have an effective knowledge of accounting procedures. To take the courses, commercial apprentices are granted day-release once a week for attendance at the Lanchester College of Technology.

The main problem in all training is to retain the interest of trainees over a long period. For school-leavers the commercial apprenticeship in the British Timken Company lasts five years; graduates spend two years on the course. Throughout this time, it is essential to provide evidence of progress within the working environment – to supplement the testimony to theoretical progress obtained in the form of examination results. Otherwise one is faced with the problem of the trainee who abandons a company within a year of his engagement because he has always felt on the fringe of the organization.

A sense of purpose and achievement is given to British Timken trainees by the simple device of including at regular intervals in the training programme a series of projects. Any image you might have in your mind of a project as being the same sort of harmless diversion which encourages the keeping of scrapbooks in nursery schools, would soon be dispelled by Mr. Lister. His projects are actual work tasks, not theoretical exercises invented to keep

The members of the team spent three months collating the facts on which to base their final costing

trainees quiet. Actual job conditions are simulated at the professional level at which the apprentices will work after completing their training. They are given very little help with their tasks, and are held fully responsible for the results of their efforts.

Recently, a group of commercial apprentices was given the job of finding out the cost of the British Timken apprentice scheme in total, together with details of the individual apprentice types used to make up the final figure. Reasonably accurate figures had to be produced upon which some important policy decisions could be based by the company. Nobody had ever costed apprenticeship there, so that this was a full-scale exercise in evolving appropriate methods. Undoubtedly the task would have constituted more than routine work even for professional cost accountants.

Ready to go

Four apprentices, at different stages in their careers, were assigned the project. The group was led by the man with most experience: a commercial apprentice in his fourth year who had already passed the intermediate ICWA examination. He was assisted by a commercial apprentice in his second year and by two graduate apprentices in their first year with the company. A deadline of three months ahead was fixed for the whole operation.

For the first fortnight the group discussed, argued and finally evolved an approach to the study. It was decided to take the year 1960 as a convenient period, and all costs obtained were spread over these twelve months for the eight different types of Timken apprentice. Most of the items of expense capable of assessment were agreed upon during the fortnight. Ultimately, the group found itself dealing with as many as 34 different headings, covering such varied factors as wages, electricity consumption, and gallons of petrol used in transport.

To give some idea of the level of work demanded of the apprentices, it is instructive to see how complex some of the problems were.

What constituted a full apprentice was a point which provoked some friendly argument. Obviously, it was impractical to consider an entrant in September 1960 as a full apprentice, when he cost the firm only one-third of the year.

Again, it was difficult to assess the cost to the company of the time taken up by instruction in works departments and in offices. Arriving at figures under this heading provided an excellent opportunity for liaison: that vital training activity. Managers, supervisors, and employees at all levels had to be interviewed to estimate what proportion of their time was taken up by instruction. At their daily meetings the four men on the project gradually realized that claims were sometimes exaggerated. Statements had to be interpreted as well as amassed.

The group decided that figure costing should be undertaken, for the most part, by the two commercial apprentices, as having greater experience of accounting procedures; most of the liaison work should be conducted by the graduate apprentices. In spite of this, there was in practice a considerable interchange in roles.

Assistance from outside had to be slight because the cost department was busy instituting a new system in the company. Apprentices were permitted to ask accountants only specific questions which could be answered in about ten minutes. For example, they could ask: "How is the canteen overhead treated?" but not: "How are overheads in general treated?" This latter question was to be solved by study.

At the end of three months, the team submitted a brochure of the results to the assistant to the managing director and to the chief accountant, so that policy decisions could be made. Some interesting facts emerged from the researches. It was found that the works tour was one of the most expensive periods of training, because it engaged the time of more employees than were drawn into the training programme at other stages. Taking on vacation trainees also proved costly.

Neither the education officer nor the members of the team had any doubts about the value of the exercise. Mr. Lister went so far as to say that it would be ideal if a system could be devised whereby all training could be by means of projects.

Keith Stephen, one of the commercial apprentices, gave me a vivid picture of what working on the team involved. "At first", he said, "we felt weighed down with the mass of ground to be covered. We didn't know where to begin. Two months later, we looked at the mountain of paper on our desk and our thoughts were unprintable. Then, suddenly, it was all buttoned-up, and we really felt we had achieved something. I've been on projects before, but nothing has given me as much satisfaction as this". His final comment sums everything up. "It was much better", he said, "than reading things out of a book".

What's in a Job?

by J. M. Sinclair

who puts the case for job analysis. It helps managers to organize their work correctly.

THE Common Market, if Great Britain joins it, is going to present "a challenge to British industry"—so said the Prime Minister when he opened the debate in the House of Commons.

As I see it, this 'challenge' is to managers to bring themselves up-to-date; to adopt a scientific attitude towards production and people; to become professionals. The day of the amateur is past. The time for playing hunches is past—and has been for several years.

The President of General Motors knew this when he said: "I liked working with Mr. Mott. When he had a problem, he tackled it like I did my own: with engineering care to get the facts. Neither of us ever took any pride in hunches, we left all the glory of that kind of thinking to such men as liked to be called geniuses".

To get the facts. This is the basic problem, and there will be no beginning to its solution until British managers, as a body, become more convinced than they are today, of the overriding importance of making correct and detailed job analyses.

The job analysis is as much a multi-purpose tool for them, as the screwdriver is for the carpenter, or the oven is for a cook. It lies at the heart of any attempt to be scientific about jobs or the people who do them.

A detailed job analysis answers the questions, what are the functions and roles and duties in our organization? Is each job really necessary? How shall these jobs be done, and in what time? How much should we pay for each job? Who should perform the function or do the work? How hard is it for them to do it in terms of physical strain or fatigue? And how well are they doing it?

Job analysis, correctly made, helps managers first of all to organize their work correctly. A board of directors were deciding to create a work-study department in their light engineering works. The factory had always had incentive schemes which had called for time-studies to be made. This work had been organized and taken care of by the works manager.

Rapid climb

The board were now deciding to appoint a work-study engineer reporting directly to the chief executive (and so of equal rank to the works manager), with the responsibility of studying the work done, so that methods could be improved as well as standard times set. The board felt this high status would have to be offered, if a man of sufficiently high calibre was to be attracted to the post. The personnel director protested that such divided authority was bad for the organization.

The reason for the appointment was not, in fact, logical in terms of functions and their relationship to each other. It could not, therefore, be justified from a long-term point of view, particularly as the work-study engineer would have to work through, and in close co-operation with, the factory superintendent and foreman. These men had been used to taking orders about all matters (including time-study affairs) from the works manager.

Their loyalty would still be given to him, not to the new method-study engineer. These arguments prevailed with the board, and the factory finally advertised for a method-study engineer who would work under the works manager.

This is a good example of the need to make a job analysis in order to find out what the true functions and responsibilities of a manager are (or are likely to be), so that his status and position in the factory hierarchy are in line with the duties he has to perform. Wilfred Brown, in his new book *Exploration in Management*, has some useful things to say about this. "The process of splitting-up work, policy-setting routinization and delegation results in the setting up of a large number of different roles".

These series of interconnected positions he calls the Executive System. It exists "irrespective of people", and trouble can be designed into or out of an executive system (irrespective of the people who fill the roles), in just the same way as an engine can be designed to be trouble free, or the reverse. The basis for such a clear system of roles or functions is a clear and detailed job analysis of each function required.

Too often firms start from the opposite end. For example, they have some dominant or important person as a member of their staff, and the roles or functions of other people are then built round this person. Thus Sidney and Brown, in their recent book on interviewing quote one example of a manager who was engaged by one firm to be their new 'assistant production director'. On joining the firm, he discovered his appointment was to prop up an inefficient production director. The latter could not be moved because he was the nephew of one of the directors and had been promised a place on the board!

Equally, a job analysis has to be made, if the method of doing that job is to be studied and perhaps improved, and if the most efficient method is to be taught to a newcomer or a learner. When all jobs in a factory have been studied in this way, it is more possible to compare them one against the other in terms of skill, responsibility, working conditions and training required, so that a fair wage and salaries structure can be built up.

Such a job evaluation scheme depends for its validity on careful job descriptions, in which the work content and other factors have been subjected to a very close and detailed study. Only then is it possible to decide how well a particular individual is performing the task which has been set him.

If jobs are studied in this way, it is possible to make some assessment of the physical stresses and strains they are likely to place on their holders. Some tasks call for great physical stamina; others ask for mental toughness or an emotional stability which is not necessarily apparent on the surface.

Elton Mayo solved the problem of low morale, high labour turnover and poor bonus earnings in a cotton mill, when he discovered the work of the men involved walking many miles daily up and down the aisles between the spinning machines. Amongst other improvements, he suggested that the men were suffering from excess fatigue, and that the job called for frequent rest pauses.

Elton Mayo discovered this fact by standing patiently watching the men at work, with a notebook in his hand. He gathered some essential facts which other people had not seen. His job analysis illuminated the dark corners of physical strain in this particular job. How much more important is it to ferret out and label the emotional stresses which are built in to many of the roles our modern managers are asked to fulfil and which will wear out the nerves of any person who does that job irrespective of his own temperament or abilities!

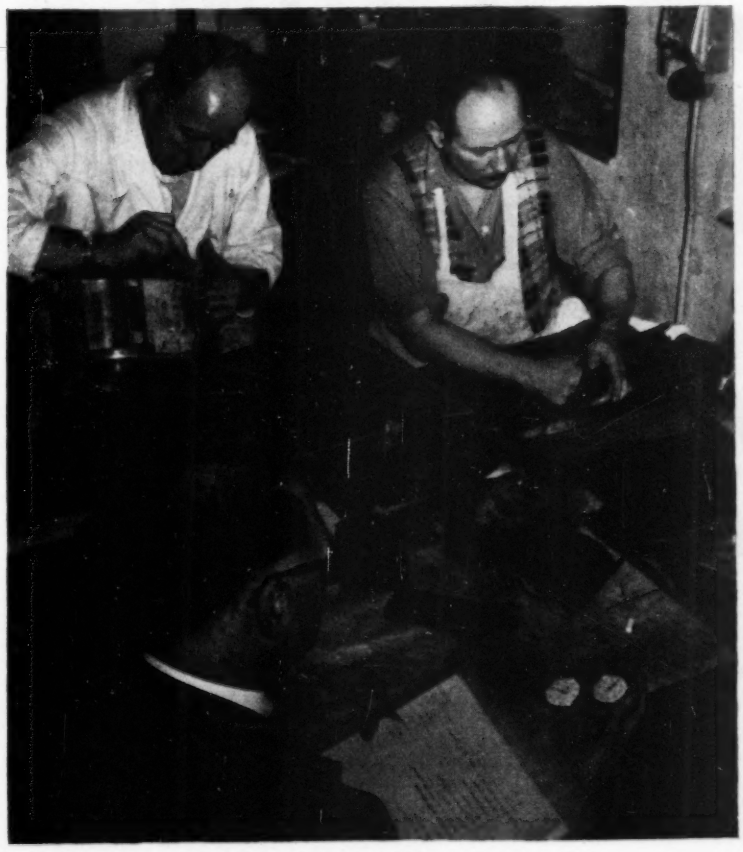
As one personnel manager said to me recently: "I was hired to be the balancing factor in the firm". He had found that this particular function was almost impossible, and his feelings of frustration were steadily mounting.

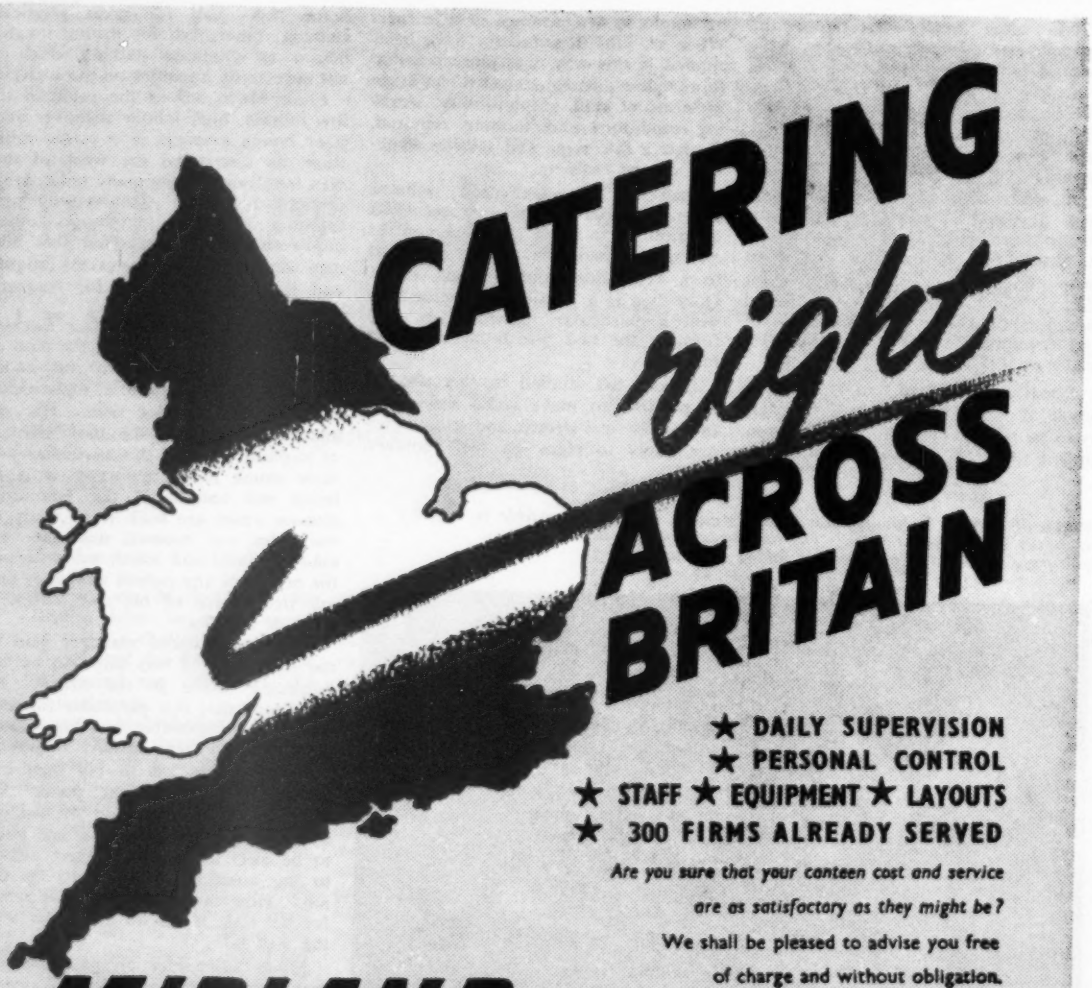
Which brings me to my final and perhaps most important point. We need, above all, a detailed job analysis and job specification if we are going to be able to find the correct answer to the question: Who is to do this job? How can we find the best person for the task, if we do not know what the task is?

Much faulty selection (particularly at managerial level), springs from neglect of this eliminating principle of scientific management. Sometimes the neglect is through ignorance; sometimes a more conscious bias creeps in, as in the well-known story of the managing director who, when asked to choose one of two girls to be his secretary, replied: "I'll take the blonde".

Whatever the reason for neglecting this principle, the results are likely to be the same. Frustration, a high accident and labour turnover rate, poor work, low productivity: these are some of the ills which occur when square pegs struggle to fill round holes. So, one answer to the challenge which the future holds for British managers is: learn to make and keep up-to-date detailed job analyses of all the work roles and jobs in your command.

When all jobs in a factory have been studied, it is then possible to compare and contrast them. On this basis, you are better equipped to build fair wage and salary structures





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by Technicuss

Bigger Than Both of Us

Is there any way to deal with wage demands?

"NOT another wages survey! Good grief! We seem to spend more time telling other companies what to do than we spend on ourselves". My secretary just smiled—recognizing my Monday morning mood indigo. She gets it too, but, unlike me, she has been trained to conceal it.

It's not that I mind giving information about our wage rates on a reciprocal basis; it's the utter futility of trying to compare our basic rate, plus job rate, plus yearly bonus on a 44-hour week, with someone else's basic rate, plus incentive bonus, plus attendance allowance on a 42-hour week. Not to mention the ensuing compost, trying to take a firm stand against a wily trade union official who can conjure up the most amazing facts about other companies which never appear on their reciprocal information.

Even if some common ground on basic rates and job rates is detectable, I know darn well that a swift shift of ground will ensnare me in some acrimonious exchanges about our weekly pick-up; and the impossibility of our rank-and-file enjoying the fruits of their labour, in the manner to which they are entitled. I get the sad feeling that wage surveys, negotiations and kindred matters form a morass in which every gleam of light is a Will o' the Wisp that disappears as you look at it.

There was a time when the Retail Prices Index offered faint support for the seeker after reference marks. But since the official TUC policy chooses to discredit this (because it contains such unworthy items as second-hand cars and strong drink), that too has become a broken reed.

The 'second-hand cars' portion of the RPI has become something of a comic yarn in our company ever since it was raised by a trade union official at negotiations. On learning that this made the Index suspect, our chairman pointed to our grossly overcrowded car park, and demanded to know who owned all the cars, if not those impoverished citizens who grind our treadmill round and round.

He enjoyed his feeling of 'one-upness' for only a few fleeting seconds. Hardly pausing for breath, the trade union official then demanded to know how we expected our employees to meet the iniquitous and exorbitant H.P. charges which our incapable government permitted the capitalists to levy.

So you can't really win much ground on a basis of logic. You must seek more emotional signposts, if you want to conclude a satisfactory bargain. The word *bargaining* in my opinion would be more appropriate than *negotiation*, since it smacks less of logic than of emotion.

Real yardstick?

With the emotional stop full-out, it might be appropriate to consider once again the notion that Dr. Elliott Jacques has been peddling around for a long time: the idea of a 'felt fair wage'. To condense Dr. Jacques' idea within the confines of this column would be an impudence; but I believe he would agree that the final figure which an employee thinks he is worth in comparison with all others—his neighbours, his colleagues and the applicants for the enticing advertisements appearing in the local Press—is less a matter of economics and logic than a product of emotion and the need for self-esteem and justice.

Just how does the personnel manager get down to the job of sorting all this out and presenting it to his chairman and board of directors in a form that they can understand and take a decision on? This is one of the mysteries which explain why good personnel managers are exceedingly hard to find and train.

While we are still on the emotional level, we will have no difficulty in reminding ourselves that the fervour with which organized labour attaches itself to the next pay rise (before it has been granted), and generates indignation and a sense of acute injustice (as long as it is denied), is evenly matched by the emotional attitude of large chunks of middle management. They see the increase as something conceded out of their own pockets, though, invariably in public undertakings, the individual manager hasn't the remotest connection with the company's capital.

One other source of disillusion is that which faces companies who operate in various parts of the UK. The decision to operate a national agreement with standard rates, or to try to take advantage of micro-economies and fix metropolitan, provincial and rural rates, attracts the same pitfalls for the wary and unwary.

We should be grateful for any crumb of consolation we can scrape up in the turbulent field of negotiation/bargaining. For my money, I sweeten the week-ends with the thought that union officials don't know, any better than we do, how to control wage demands from their members.

Contract catering facilities remove one more burden from the company's shoulders. Executives benefit too

Give Yourself a Break

by **Richard Bates**

Industrial catering is no fringe interest for Midland Counties who operate this restaurant

IF you damage your spine, you do not always consult a G.P. You feel, naturally, that a specialist will give you better and prompter attention. So, too, you will find that more and more companies are seeking specialist assistance in management areas.

This is most evident in the field of industrial, commercial and institutional catering. There are some 1,600 business 'restaurants' that are controlled for management by one of the Big Three in contract catering: John Gardner Caterers Ltd., Peter Merchant Ltd. and Midland Counties Industrial Catering Co. Ltd.

Their separate enterprises are expanding at the rate of some 200 new contracts every year. And this growth must be repeated elsewhere amongst the smaller companies that offer a contract service. One of them has proved, too, that between 30 and 40 per cent of their establishments exist within firms that, at one time, operated their own independent catering facilities.

When does a company need to call in outsiders to provide a complete catering service? How large does the firm have to be? Neither time nor size matter to a great degree. But contract caterers find it difficult to see how a personnel officer, a company secretary

Weekly accounting is a real boon (right) . . .

. . . and below, John Gardner have worked wonders in a new office block

or even a works manager can have sufficient time to devote to supervising the operation of a works or office restaurant.

After all, as Mr. Robert Stent, joint managing director of Peter Merchant, rightly says, "Industrial catering on a large scale is an exact science." If it is to be run efficiently and economically it must be supervised by experts.

Should a personnel manager be asked to spare the effort needed to give expert supervision? Even more so, an accountant or production manager!

The result is that contract caterers are asked to fill the gap—to relieve the harassed manager of an onerous task. "Even the large firm cannot afford to employ a range of catering experts," explains the managing director of Midland Counties, Mr. R. A. Webb. "We can afford them, and then spread their experience and ability over a group of firms".

The caterer can harness the best brains in the business for the benefit of his clients. Another immediate advantage arises from this factor: small or large firms are given the same expertise. John Gardner operate throughout the country in firms with as small a payroll as fifty and in others, like Vickers-Armstrongs, with thousands on the books. Midland Counties have the bulk of their business within a 70-mile radius of Birmingham, and operate restaurants for factories and offices ranging between 50-10,000 employees. Peter Merchant, who are represented in Northern Ireland as well as in Great Britain, have catered for as few as 12 men, and an upper limit set by the separate work forces of the British Motor Corporation and the Ford Motor Company at Dagenham.

There is relief for anyone who is concerned that the contractor's fee may offset 'organizational' advantages of such a service. The concensus of opinion is that this charge is itself offset by savings on operational costs. "We can save an average-sized firm £2,000 a year at least," claims Mr. R. F. Kirby, sales director of John Gardner Caterers. Midland Counties have recorded a £6,000 saving at one establishment.

These amounts, greater or lesser, have

What They Want from You

Apart from their fee, catering contractors require only three decisions from the firm that retains their service:

1 How many people are employed? They will usually judge for themselves the number that will use the catering facilities

2 What standard of catering is required? Even here, it pays to listen to their expert advice

3 How will the catering be financed? Will the firm pay high or low subsidies? Who is to take the trading risk—the firm or the contractor?

all been lost by lack of vigilant, expert control and by 'hidden costs'. For example, the cost of having an individual company's accounts department prepare statements, pay bills, check stocks: this adds vast sums to the outgoings from the industrial catering service.

Add again the waste of not having the department working on production figures and finances. In other words, effort is squandered on actually operating the service—in the same way that it is often misdirected on to supervision by managers employed to perform other, more important tasks.

Such waste must all be paid for out of the company purse, unless meal charges are to be fixed at a ridiculously high level. But this is not the end of the spending spree. The industrial restaurant must naturally pay for its supplies. More often than not—and by virtue of small-quantity purchase—the independent company pays through the nose for food.

All professional caterers as large as the Big Three have bulk-buying facilities: John Gardner have their own supply organization. With purchases in the £1 million-a-year class like Midland Counties it is obvious that reductions will be available. Mr. Kirby of John Gardner offers this thought: "Whereas a firm could possibly get 12-15 per cent discounts on confectionery, we have the facility to go even higher with 20-22 per cent allowances".

On such a scale, it is clear that quality of goods will be enhanced. The menu provided to employees will subsequently undergo improvements which, in turn, often lead to an increased usage of the works restaurant. The inevitable management subsidy then begins to seem worth while!

If costs are a headache to organizational catering, labour and staff are a migraine. Even contract caterers suffer. Yet they are better equipped to deal with continuing or sudden attacks.

Primarily, it is inescapable that an organization of experts will command greater allegiance. When it comes to a kitchen-assistant choosing between a job with professional caterers and another with non-experts, she has her mind made up for her. Similarly throughout the grades: manageress, supervisor, chef or waitress.

The Big Three jointly control a work force that comprises almost 20,000 people. They can also call upon reserves. Such a vast scale of employment must put them way out in front, at times when the pool is low for others operating on their own.

Since it is the contractor's job to fulfil his commitments to the company that has retained him, his is the burden of maintaining the service. To achieve this, in terms of having sufficient numbers of staff available, the contractor will spend considerable sums on advertising. Again, this is a cost that is spared for the individual company. It is also a relief for the company recruitment officer who already has his plate full in peopling office and workshop.

For managerial level, the professional catering organizations have their own procedures for creating and maintaining quality in personnel. Peter Merchant have eight training schools to ensure that all junior executives and managements fully understand the company's systems. John Gardner's managers are continually under training either at the firm's school or on regular visits abroad to observe, study and report on practices. Even though their activities are limited to that area of England, Midland Counties make every facility available for their top men to keep up-to-date on practice and theory.

There are some firms in the U.K. who would venture to set up similarly complex departments to 'counter' the work of the contractor. But to compete effectively they must then be prepared to establish kitchen and dining-room planning departments, equipment advisory services, and special work-study sections related to catering situations. If there is no medical officer, they will require an adviser on dietetics, plus laboratory facilities to probe methods of feeding. A team of experienced buyers is indispensable.

Each of these branches must function economically and efficiently. And, to offer a better alternative to contract catering on the administrative side, they will have to be able to render a weekly account of trading figures, plus an analysis of the firm's financial position as it relates to the operation of the works restaurant.

But is there a company that wants to invent contract catering—all over again—as a side-line?

What They are Providing

John Gardner Caterers Ltd., throughout Great Britain, serve 3,950,000 main meals, light meals and snacks every week. In the same period, they dispense 4¼ million beverages

Between 1½ and 2 million people are fed every week through services provided by Peter Merchant Ltd.

An average of £20,000 worth of purchases go into business restaurants every week, under Midland Counties Industrial Catering Co. Ltd.'s schemes

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This firm extended its suggestion scheme to provide an:

Incentive for Indirect Employees

ALTHOUGH many firms run suggestion schemes in their factories few have also extended the idea to their clerical, administrative and sales divisions. However, this has been done with great success by The National Cash Register Co. Ltd. During the past two years, their all-embracing scheme produced over 600 suggestions—approximately one for every five employees.

The suggestions came from salesmen, typists, van drivers, cleaners and others. More than one-quarter of them have already been put to work with considerable benefit to the firm. N.C.R. were pioneers in the use of suggestion schemes, introducing them very soon after the firm's inception in 1884. The tradition, growing with the business, has never lost the original impetus—last year, for example, the Industrial Welfare Society's accolade for the 'best suggestion scheme of the year' was awarded to the N.C.R. manufacturing organization at Dundee.

Although the sales organization, whose head office is in Marylebone, London, have run suggestion tests and schemes from time to time since the company was established here in 1895, particularly in productive departments, the success experienced in Dundee focused attention on the possibility of re-stimulating interest and broadening the range of suggestions invited.

The purpose of the present scheme is to make every employee feel that he is his own 'methods man', constantly asking himself: 'Is there a better way?' Suggestions are submitted on a special form, supplies of which are held in all offices. The Suggestion Officer acknowledges each suggestion as soon as it arrives by internal or external mail.

The suggestion is then handed to the appropriate specialists, who examine its practicability and make a written report. When this report is received, the suggestion is put before the suggestion committee, consisting of the assistant company secretary (chairman), the internal auditor, the manager of the methods department, the personnel manager and the suggestion officer. The duty of this committee, which meets every week, is to consider every suggestion and to evaluate those which are accepted.

Test of time

Cash awards are based on 10 per cent of the savings which the idea is expected to produce during its first year, on the value of the idea to the company. If the savings cannot be assessed in advance, an estimate is made. In any case, all suggestions adopted by the company are reviewed after they have been running for some time, and where the actual savings are greater than the estimate, the original idea is revalued.

The largest amount which can be awarded by the committee is £500. Awards of over £20 are discussed with a director of the company; the purpose of this is to keep the board informed of the scheme's progress and not to scale down the committee's recommendations. The scheme is approved by the Inland Revenue, so all payments are tax free. So far the largest award has been £100.

Every suggestion is dealt with anonymously, the name of the suggestor being known only to the suggestion officer. If an idea is rejected the decision is *privately explained* to the suggestor in a letter. Every suggestor has the right of appeal against rejection; moreover, the idea remains his property for two years and an award is made if it is adopted during this period.

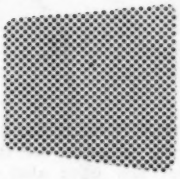
Suggestions considered to be of universal value are forwarded to the parent company in Dayton, Ohio, and their adoption there may bring in additional awards. Awards are presented by heads of departments, and in some cases photographs of the informal ceremony are published in *National Post*, the company's house journal. This form of publicity supports the explanatory booklet which has been given to every employee.

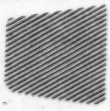
However, the scheme is not one which needs a series of publicity gimmicks to keep it alive. Soundly based, and now accepted as a feature of the organization, it produces consistent results month after month. The position at the end of March this year was that 521 of the 600 suggestions submitted during the previous two years had been completely assessed and 138 of them adopted: the awards totalled nearly £700.

Visual Aids

How You Fill the Screen Really Matters

Projecting the Company Image





by O. T. Curtis

WE considered some of the questions that should be asked before a company decides to embark upon its own film-making, in the August issue. But, once the company has its film, it is face-to-face with the most important problem of all: that of exhibition and distribution.

Recently, a major newspaper sponsored a film about itself: concerned to show what complex activity is involved in the production of a national paper and, indirectly, to hint at the efficiency with which it handled these problems. But the paper concerned is about to change from printing in the provinces to printing in London. Inevitably, those sequences which identify its present premises will soon lose their significance, and limit the distribution possibilities.

Consider, too, how many public relations films one sees which, because they identify themselves with a specific product or a particular event, must necessarily and quickly "date". This is no criticizm of a film policy which includes the provision of a regular series of films on contemporary products and problems.

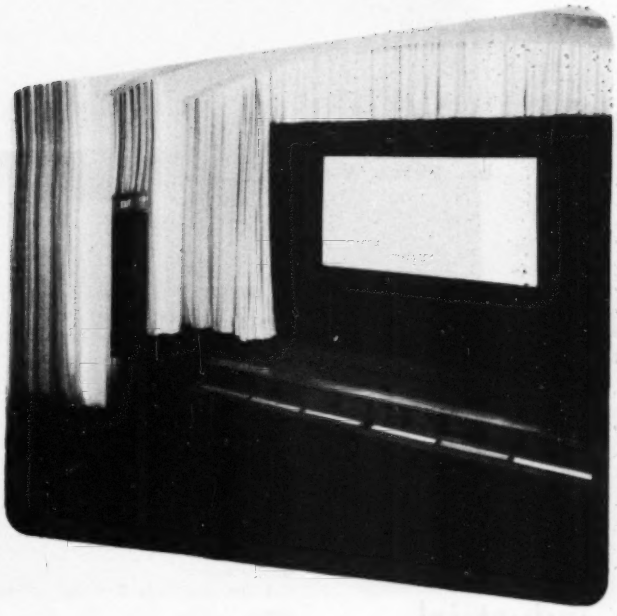
It may be a series of the cine-magazine type—the documentary—equivalent of the almost forgotten cinema newsreel; or it may be a regular series of individual films discussing, in more detail, policies, products, and problems. The important thing is that the film policy should take account of the likely life of each film and make suitable arrangement.

Sometimes, the promoter who has carefully thought about the nature of the film he is sponsoring will overlook the need to make proper distribution arrangements. On the grand scale, the petroleum, transport, chemical and engineering sponsors of major film-production programmes think of their potential audiences in millions. They provide accordingly. Yet one can encounter, too, the large firm which organizes distribution from its own office, sometimes on a primitive scale, and on occasions, even with a single copy of a film.

What should be their policy? One can but generalize, whilst emphasizing that each situation is unique and the provisions made for it must have their appropriate individuality. The first essential is adequate information about the film itself, so that potential users may realise that it is available to them.

This means Press shows, with adequate handout material. This should not be thought of as spoonfeeding the journalist. Those who have occasion to view many films develop some usually rudimentary techniques for taking notes during projection, or for memorizing key-features of the film. They may even be lucky enough to measure running time with fair accuracy. But few can get all the relevant details from the credit titles (and indeed some do not include all the information one would like to have).

However adequate the Press coverage, there must be a proper system of film distribution backed up with good catalogues and lists. No matter how good a film is, potential users will miss it unless the information about it is clear, concise, and in a form which



attracts them to read it. And an original catalogue, however well produced and widely distributed, must become out-of-date, so that there must be a system for providing supplementary information and ensuring that this teaches not only the new enquirers but also the many who already possess the old catalogue.

This means that, even when the resources of the sponsor are considerable, it pays to lodge at least a proportion of the film copies with a well-known commercial library. The bigger the library, the more adequate its record system is likely to be; the better it can cope with printing supplementary information.

In the extreme case, a single, high-quality film, however well distributed by its sponsor, is likely to reach larger audiences if it features in a catalogue of an efficient library. The film-user has limited time at his disposal. The more information he can gain from one source, the greater the number of programmes he can compile from a single catalogue—the better he will be pleased.

When a programme has been selected, the problem of exhibition is one for sponsor and film-user alike. The responsibilities of the sponsor are clear enough. He wants proper accommodation, a good projector, an experienced projectionist and a reliable film library, so that he knows the films he has booked will appear on time.

The industrial user may be lucky enough to have most of these problems solved for him—a works cinema, professional projectionists and good equipment. But the majority of films shown to industry are not screened in such ideal surroundings. The works canteen is generally far from ideal, for a variety of reasons.

On approval

This means that, before equipment is purchased, it should be tried in the places where it is likely to be used. The projector and sound system, which function admirably in one place, may give much poorer results elsewhere.

What applies to the purchase of film-making equipment applies equally to projection equipment. The range is considerable with at least a threefold variation in price for new equipment: and a bigger range still if second-hand equipment is contemplated.

Sometimes second-hand projectors may be perfectly adequate. But bear in mind Peter Spooner's warning*:

"In an hour's show, at sound speed, the film-propelling mechanism goes through nearly 90,000 operating cycles; consequently some of the moving parts have to be replaced periodically. With a sound-projector, there is also the question of servicing the electronic components. The upshot is that a low-priced second-hand machine may be less of a bargain than it seems."

Bear in mind, too, that many a good projector is rendered much less efficient because of inattention to detail—a lens inappropriate for the room in use, too short a flex from the power supply, an inadequate projector stand, lack of room for the operator, poor blackout and so on.

These are far from counsels of perfection. Many shows, even professionally presented, fall down in many respects. Film leaders are projected on the screen; focus and sound volume are corrected after the film has started; the screen is unsuitable for the dimensions of the room; the blackout is poor; and the equipment may not have been tested before the show.

So, the company which wishes to use films should see that those who will use the projector have some instruction in its use and maintenance (the latter as important as the former, because one comes across condenser lenses which are nearly opaque and film gates which are a constant menace to the films which pass through them).

This instruction should go beyond the mechanics of film projection. A film-screening is an act of showmanship; and practically any audience today has standards of performance which it has accepted from the commercial cinema and which it unconsciously sets against the standards offered it in a non-commercial show.

When the show is over, the process of distribution and exhibition must still go on. Films must be returned to their cans immediately after screening, and not left in a pile to be sorted out later, after collecting dust and scratches. They must be returned promptly, since another user is likely to be waiting for them.

These are all powerful arguments for using the professional library, and, on occasions, for using professional projection services too. But the nature of film and the very variety of purpose it serves, imply that many must be prepared to use film equipment if films are to play their full part in education or training, public relations or research. All the more reason for choosing it carefully.

* *Extract from 'Business Films', by Peter Spooner. Business Publications and Batsford, 46s. 6d. post paid. Available from Business Book Centre, 109-119 Waterloo Road, London, S.E.1.*

by Peter Wright

There's Wealth in Welfare

The worker wants his industrial 'boudoir'; and management needs them both

'Boraxo' dispensers are built into this well-designed washroom

"TOLD to cut down on overheads and unessentials," seethed the works manager, "and now my personnel officer comes asking me to pamper the workers with modern, fitted lockers, smelly soaps and a ridiculous variety of towels". He was the lucky one. Another executive I had just visited was desperately trying to ward off an all-out attempt by his personnel department to have the wash- and cloak-rooms completely gutted and modernized.

I do not regard these as common cases. Yet, they do give greater emphasis to certain other instances, when I have seen personnel administrators seriously questioning the financial drain of welfare fittings and services. Is the return worth the investment?

There is no need to reiterate the legal requirements for adequate amenities: such minimum provisions can never be rejected. The question is: with the increasing introduction of more sophisticated welfare items, is there still a need to provide lavish industrial 'boudoirs'?

The answer: Yes! The main reason stems from the evolution of *homo industrialis*. You no longer employ the hardened labourer who used to be able to withstand all imaginable hardships, ranging from lack of accommodation to an empty stomach. What you have nowadays is, by comparison, a weakling.

If you do not 'pamper the workers' —to use that uncomfortable, yet realistic phrase of the works manager— you stand every chance of receiving staggering blows to your factory's production. This is not to say that there is an immediate threat of industrial action by organized labour. What it does imply is that the worker's physical stamina and resilience have been so

Security and drying facilities are combined by G. A. Harvey's installation

sapped by his own domestic living standards that he might find his health in danger, unless he receives the full 'orchid' treatment.

Let it be understood that this is not the worker's fault. He has not let himself run down. His present position of fragility is the result of a number of welcome developments. The standard of life has improved; drugs and medicaments now relieve what where formerly semi-fatal ailments; and modern foods and dietetics have their own beneficial effects.

These are the price of progress; they result naturally from our own industrial development. And just as production has changed, so we ought not to be puzzled if the producer changes with it. Surprised or not, we have to find all possible means of meeting the new —and still evolving—situation.

Just as the earliest welfare facilities were a kind of haven for the working man returning to the comparative safety of the factory, after an aimless and empty time off, so the modern welfare service has to bolster the man against blows to his body or health.

This shelter is not to be provided out of any form of employer benevolence. His sole reasons must be economic. No factory can afford to have men off with colds—because there were not adequate facilities for him to dry his clothes one rainy day. Nor can the employer allow anyone to lose production time—because insanitary conditions in the washroom permitted a small germ to run round the workforce. And, for the sake of saving the price of germicidal soaps or barrier creams, it is foolhardy for him to remove or never to install dispensers.

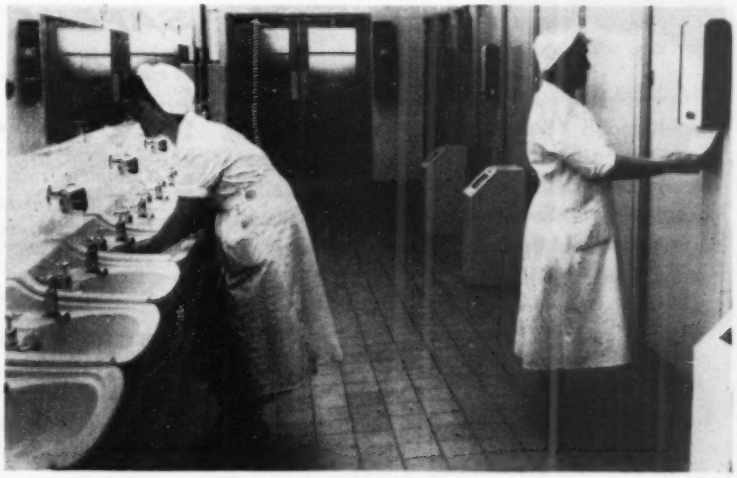
There is another area where the employee is susceptible. In the old days, he would have little or nothing to leave in a cloakroom. He travelled, worked, played (and probably slept) in the same clothes. No need to observe that things have changed. If the employer cannot protect his property during working hours, the worker today may well think twice about accepting employment. Trivial though it may sound, events have led us to this stage. With the additional arrival of full-employment, the employer now has a second knot tied round his wrists.

We have also the company image to consider. Local and national Press, plus television, are all throwing a more concentrated light on modern working conditions. Progressive managements with good public relations managers are welcoming the increased publicity. In other words, even if your factory has not been built with all-glass walls, it is still much easier for the public to take a look inside.

We all suffer from 'public sympathy'. It is something that has been set at a value higher than economic stability. Keeping up with the Joneses, is no longer a domestic problem of refrigerators, television aerials, cars and washing machines.

Lump all these factors together, and no firm in its right mind can afford to be without the very latest mod. con. There certainly is wealth in welfare.

Paper towels, such as these being used from a Cresco unit, are easily disposed into the enclosed bins



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CLEANS DIRTY HANDS

CHEAPLY SAFELY AND WELL

WHENEVER hands become really dirty, they need the fast and efficient action of Boraxo. It tackles ingrained dirt, grease and oil yet does not harm the skin. The special steel Boraxo dispenser stands up to years of robust wear, and ensures economy in use.

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BOOKSHELF

RETIREMENT ★ PRODUCTIVITY ★ OCCUPATIONAL HEALTH ★ CATERING

RETIRE INTO THE SUN, by Cecil Chisholm. *Phoenix House, 18s. 10d. post paid.*

Having planned his own retirement paradise, the author offers this activity as just one of the pleasures to be derived from the final 18 months of employment. He includes a checklist that will enable the reader to weigh what he or she personally considers to be the advantages of any one of the nine areas he himself discusses. They range from East Sussex to Tenerife.

Temptingly illustrated, each chapter deals with a specific area. All include many useful guides such as sunshine records and charts on temperature and precipitation. What is even more helpful is the fact that each area is 'explored' by a character on a fixed, stated budget.

SECURITY AND CHANGE, prepared by the Ministry of Labour. *H.M.S.O., 2s. 5d. post paid.*

Sub-titled 'Progress in Provision for Redundancy', here are 37 pages of advice on how to reconcile the worker's natural desire for security in his job with the variations in the demand for labour.

All the recommendations presented are based on research into what actually happens in some progressive firms. And the entire booklet is based on the Minister's own premise: "Redundancy can often be avoided by planning in advance, or if unavoidable, mitigated in its impact on the individual".

Detailed examples are given, in the appendixes, of three redundancy policies. The industries are textiles, aircraft and engineering; the payrolls 5,000, 75,000 and 300 respectively.

A MANUAL OF CATERING, by W. H. Emery. *Ballière, Tindall & Cox, 29s. post paid.*

By covering "every aspect of successful catering", this comprehensive handbook often goes beyond the boundaries of that knowledge required by the industrial caterer. It is this which makes it the more attractive.

Not just another student work, the book has been written specifically for two types of audience. On the one hand, it will be a welcome compendium of facts for the experienced caterer. Conversely, less experienced people will find the theoretical as well as the practical features a useful guide for their future development.

Payroll efficiency, purchasing standards, portion control: they all receive more than adequate attention. Nor does the author forget the importance of sanitation, hygiene and poisoning. Thanks, too, for the chapter on 'Salesmanship on the Menu'!

COUNCIL ON PRICES, PRODUCTIVITY AND INCOMES—4TH REPORT. *H.M.S.O., 1s. 10d. post paid.*

If your firm is sincerely interested in raising productivity (and this is not a foregone conclusion!), it will thank you for bringing this report to its notice. The 'wise men' who produced it would surely be grateful if their proposed lines of policy found support in industry and trade unions, since governments are indolent.

LAUNCHING AND MANAGING O & M, by G. E. Milward. *Macmillan, 15s. 8d. post paid.*

Written specially for company directors and managers, this book suggests how to set up an O & M department and how to get the best from it.

The author uses the experience of some 50 companies as a testing ground on which each stage of this practical handbook has been based. Personnel managers will find particular value in the author's description of the application of O & M in personnel documentation.

But be careful to guard your own copy against other departmental demands, since there are advisory notes on production control, sales office routines, purchasing and accounts.

THE HEALTH OF PEOPLE WHO WORK, edited by Albert Q. Maisel. *Pergamon Press, 41s. 3d. post paid.*

This book is based upon reports (to America's 1959 National Health Forum) of more than 200 industrial medical directors, doctors and management officials, plus the views of other experts in various areas of occupational health.

It ranges wide over the entire problem and encompasses facets that have been ruthlessly neglected in other works. For example, there is a separate chapter devoted to the special problems of the smaller plant. Also included is material on preparation for retirement: a health problem just as much as an economic one.

But, most important of all, there is a half-page comment on earning support from top management. Like so many other personnel endeavours, the works medical programme often founders at boardroom level. Organization and communication will keep it afloat.

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Long sleeve, button front, rever collar, three pockets, stiffened buckled belt. Wine, Reseda, Rifle, Black, Pink, Sky, Turquoise, White, Grey, Lemon, Lilac, Navy.

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Perhaps you are in authority over men with 'dirty' jobs — whose grimy hands don't respond to mere soap and water. They will appreciate your wisdom in specifying WIMZO non-abrasive antiseptic jellied cleanser for the quick removal of paint, grease, tar, wax, rubber compounds, dyes and *all* ingrained dirt from hands. WIMZO is saving time and money everywhere.

Used by the Coal, Gas and Electricity Boards, The Admiralty, Richard Thomas and Baldwin, etc.

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cleans hands *in a jiffy!*

• *Awarded the Certificate of the Royal Institute of Public Health & Hygiene*

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A fully descriptive leaflet is available on request

UNIQUE SELF-LINKING

Remploy·Stafford

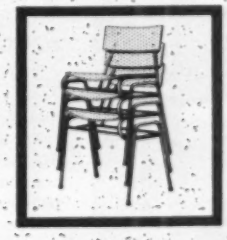
STACKING CHAIRS

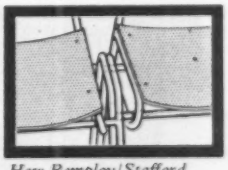
Reg. Design Nos. 893239, 893941. Patents Pending.

The greatest advance in chair design since stacking — and so practical

Ideal when temporary, group-seating-systems are required and storage space is limited. These new, revolutionary Remploy/Stafford chairs link together *automatically* and rigidly. No clips or accessories are required. And they stack better too—as high as you can go.

MS9/18 Remploy/Stafford standard model. Strong tubular steel frame. Preformed, multi-ply backrest and seat. Dimensions: Height 29½", Depth 18", Seat height 17½", Overall width 20½", allowing a comfortable, linked-together space of 19" per person. Also available in a special Junior size which links at 16" per child.





How Remploy/Stafford stacking chairs link together . . . stack better too.

MS14/18 Remploy/Stafford de luxe, self-linking model. Upholstered in foam rubber. Covered in washable plastic, embossed in a distinctive black and white design.

2 MORE REMPLOY STACKING CHAIRS

— always in great demand

MS4 Sturdy, lightweight, continuous tubular steel frame with polished canvas backrest and seat. In red, blue or green. Seat height 18".

MS5 Similar frame to MS4 but with beech plywood seat and back.

Write for the free brochure illustrating the complete REMPLOY/STAFFORD range of Tubular Furniture to:—
REMPLOY LIMITED, School Furniture Sales Division, 415 Edgware Road, London, N.W.2. Tel: GLAdstone 8020
London Showroom: 22 Bruton Street, W.1. Tel: Mayfair 4881/2.

EQUIPMENT MARKET

A Monthly Survey for Personnel Managers

● EFFICIENCY ● WELFARE ● OFFICE AIDS

● CLEANING ● VISUAL AIDS ● SAFETY

For more details, USE COLOURED FORM AT BACK

Efficiency

TOUGHER CARBON

CONSTANT hammering by typewriter keys usually causes wax-based carbon paper to start cracking after being used about 25 times. It is now possible to obtain, at no greater

initial cost, a non-crack carbon paper. *Cornalin* is claimed by its makers to have a working life three times longer than the normal type.

An exclusive plastic coating applied to the surface of the carbon gives it a strengthened resistance to the wear of the keys and ensures a uniform, uncracked appearance throughout its life. Because the ink dye is encased behind a plastic surface, the paper is moisture-proof and guaranteed to work equally well in any climate.

From each batch of *Cornalin*, the manufacturers subject a sample sheet to being hit by typewriter keys 300 times in one spot. After the test, the sheet is used in the ordinary way by a typist to check that quality is being maintained.

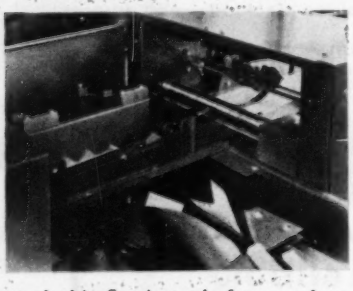
The paper is claimed to be capable of producing up to 30 copies in one operation. Typists will welcome the fact that the surface does not smudge, since, apart from ensuring neat copies, this also means that their clothes and hands can be kept clean.

Enquiry Ref. No. E9/1

POST HASTE

ORIGINALLY designed for an Electricity Board who wished to include a change of tariff notice within each account mailed, the *Mailmaster Mailtuk* will be of interest to other commercial concerns with a similar problem.

The machine inserts notices within a document which is to be mailed with



a tucked-in flap instead of an envelope. An enclosure is inserted in the main document which is then folded, creased, turned over and tucked in.

Two synchronized hoppers hold the leaflets to be inserted, one to hold the main items, the other to feed the machine. The capacity of each hopper is 1,500 documents, so that the machine can operate continuously for 30 minutes without reloading.

The *Mailtuk* can be fitted with a senser device which will sound a warning bell in the event of a double-feed from either hopper. This avoids disturbance in the flow of documents.

Irregularly shaped, the machine is 5 ft wide and 5 ft 3 in. high. It is powered by a small motor with a capacitor starter, fitted with a stop/start and automatic cut-out switch.

Enquiry Ref. No. E9/2

Visual Aids

SUIT-CASE PROJECTOR

CHEAPLY-MADE films can be shown to advantage on the *Bayflex-Dominus* projector. In one unit this combines an 8 mm. projector with a tape-recorder for sound effects and commentary.

At present, the only way to get good frequency response with a small 8mm. film is by synchronizing sound from a normal magnetic tape. So far, this has meant the use of three separate items: a projector, a synchronizing device and a tape-recorder.

In this case, the motor is the driving source for both the projector and the tape, so that any slight alterations of speed which occur through variations in the frequency of the supply voltage are automatically compensated.

Sound tracks can be made by simply marking the film and the tape at the start, and recording the sound while the film is running through. A fully-synchronized commentary is obtained by rewinding and restarting film and tape together at the markers.

The apparatus is described by its makers as a 'talkie theatre in a suit-case'—this description fits well. Within the one mahogany cabinet are combined a tape deck, a projection deck, and a built-in screen. Back-screen mirror projection on to this gives a bright picture even in subdued sunlight. Alternatively, by simply lowering the screen mirror out of the projection beam, it is possible to project directly to a separate large screen.

The measurements of the cabinet are 18¾ x 13 x 16 in., and its total weight is approximately 50 lb. All in all, the cheapness of operation of 8 mm. films and portability of this machine make it suitable for use on recruiting tours of schools or for apprentice instruction in the factory.

The basic price of the projector is £169. There are several optional extras,

(continued on page 58)

CATERING DIVISION OF

ROSS

Frozen Foods

VARIETIES AVAILABLE

- PEAS
- BRUSSELS SPROUTS
- CELERY HEARTS
- COD FILLETS
- RAINBOW TROUT
- STRAWBERRIES
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- and DANISH MEAT PRODUCTS
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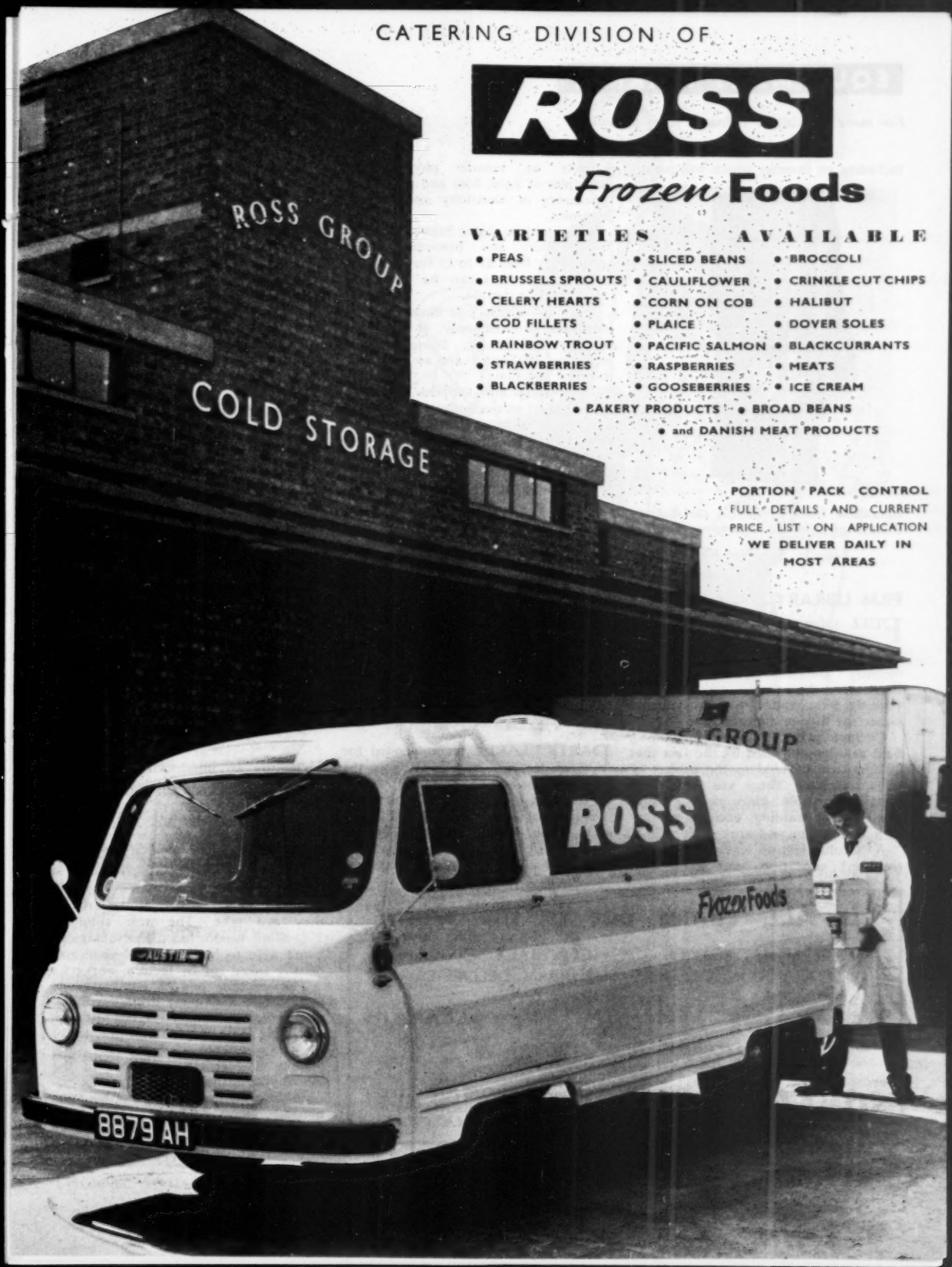
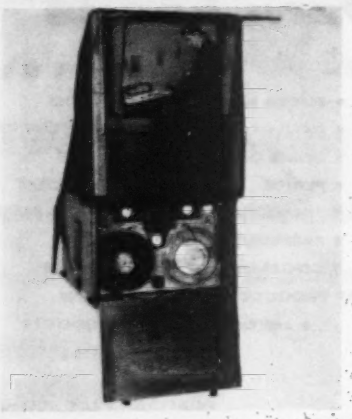
FULL DETAILS AND CURRENT PRICE LIST ON APPLICATION
WE DELIVER DAILY IN MOST AREAS



EQUIPMENT MARKET

For more details, use coloured form at back

including an inverter which will permit



operation from a 12-volt car battery instead of from a.c. mains.

Enquiry Ref. No. V9/1

FILM LIBRARY

FULL information on how to take advantage of the facilities offered by the *G.B. Film Library* is given in a recently published booklet. This illustrates the range of industrial training films and filmstrips available either for hire or for purchase.

Current priorities in the training field are demonstrated by the fact that 20 films are devoted to the subject of sales training. There are fewer, but equally valuable films dealing with management training, accident-prevention, automation and work study.

A second section covers films for technical education, embracing such subjects as atomic physics, the principles of light, heat and sound and the theory of electricity and thermodynamics.

Running-time varies between 10 and 50 minutes; and hire-rates range accordingly from £1 to £5 for one day's loan. Some films can be purchased outright, if so desired.

The final section lists filmstrips supplied for purchase only, at prices of between 10s. and 30s. Subjects of the filmstrips catalogued are as varied as those of the films.

The booklet also supplies details of the technical services offered by the GB Library to assist firms to make their own films. Editing, titling, soundtrack recording and print reproduction can all be undertaken.

A valuable introduction to a valuable organization.

Enquiry Ref. No. V9/2

If it is new . . . if it improves efficiency or work conditions, send details and photographs to P M & M for inclusion in this closely read 'Equipment Market'.

Welfare

CHIP FRYER

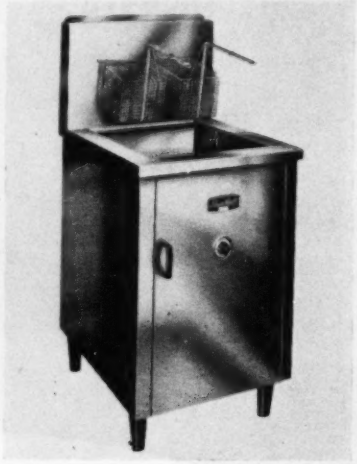
PARTICULARLY recommended for high-capacity chip cooking is the *Majestic* gas-heated deep fat frying range. The ideal batch load for chips is 9 lb., and output is 70 to 90 lb. an hour. Fish, fritters and sausages will cook equally well in the fryer.

In the base of the large cooking pan, there is a cool zone into which particles of batter and small chips drop during the frying operation, without burning or spoiling the fat.

Tinned wire baskets are provided which clip on to the splash back of the fryer for draining.

The complete unit is mounted on black, vitreous enamelled, adjustable feet of cast iron. The outer case and back are of stainless steel. The pan is of heavy gauge mild steel welded to the hob. A flue outlet is provided at the top rear of the fryer.

The burner assembly and all controls are located behind the hinged door through which the thermostat head is visible. Variable control is offered within a range of from 220 to 410 degrees F. Luminous jets are controlled by an interlocking pilot/main gas cock, and the whole unit is effectively insulated.



Enquiry Ref. No. W9/1

FULL-SIZE VENDOR

SNACK vending machines are usually limited in the size of the articles they can take. The new slim-line *X-O-Matic* vendor has the advantage of being able to vend the full-sized roll usually asked for by factory workers.

The machine has 53 compartments mounted as a circular drum revolving on a central column. It stands just over 6 ft high, is 1¾ ft wide and practically the same in depth.

Only one article is visible in the delivery aperture. A sign appears behind the aperture glass if the machine becomes empty. The vendor is fitted

(continued on page 60)

"it ALL comes out in the wash"

PERSONAL SERVICE . . . CONTRACT SERVICE
DAILY LONDON AND SUBURBAN DELIVERIES

We are also SYMPHONY dry CLEANERS
— excellent and express too!

SONATA LAUNDRY LTD
BEETHOVEN STREET
LONDON W.10.
Tel: LAD 0031-2

He's a jolly good fellow

Yes—our Personnel Manager is a jolly good fellow

It was he who introduced the H.S.F. into our firm. Now nearly everyone has joined, office and workshop staff alike.

They know they're on to a good thing because the H.S.F. *likes* paying out.

That's what it's there for.

It pays substantial cash sums to members *and* their dependants when in Hospital, Nursing Home or Convalescent Home. Cash for the home when it's needed most—when a member is in hospital.

But more than this, the H.S.F. also pays substantial cash grants towards optical and dental treatment, surgical appliances, specialist consultations, Radiological and Pathological Services, convalescence, etc.

Management like the H.S.F. too, because it is a valuable Welfare Service, it makes for a happy, stable staff and they know that when their men are in hospital there is no need for them to worry about what's happening at Home.

Payments for Members when in Hospital

'A' Scheme	**£2.19.6**	PER WEEK
'B' Scheme	**£6. 6.0**	PER WEEK
Combined Scheme	**£9. 5.6**	PER WEEK

Write for full details to the Secretary, Llewellyn B. Dart

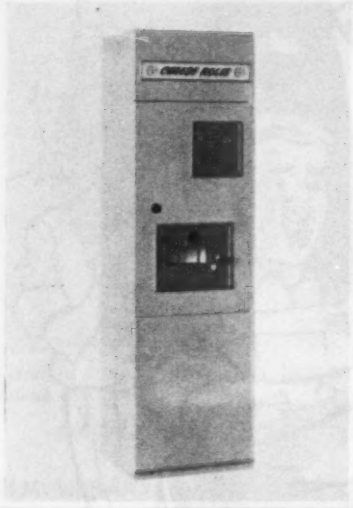
THE HOSPITAL SATURDAY FUND

14-18 HOLBORN, LONDON, E.C.1.

EQUIPMENT MARKET

For more details, use coloured form at back

with a coin selector which operates on single coin insertion of 6d. or 2s., as desired.



The fact that the machine is of the non-electric type with a simple mechanical-gravity feed action permits it to be sited in any appropriate spot without having the necessity for pondering on electrical connections. Similarly, this feature means that the machine is inexpensive to install and requires the minimum of maintenance. The lower front panel is removable for easy cleaning.

As a guarantee of security, the vendor has fitted locking bolts with a tumbler-type covering lock.

Blue is the colour chosen for the steel cabinet, with the instruction panel and door surround finished in cream. Lettering is tipped red.

The price of the *X-O-Matic* is £93.

Enquiry Ref. No. W9/2

TOP PEOPLE'S CHAIRS

WHETHER your executive offices and boardroom are oak-panelled and mellow, or stark constructions of glass and steel, the new range of chairs from *Shannon* will blend well with the surroundings.

There are four different designs of suite. Each comprises both revolving

and fixed models, with arms, and there are two upright models, without arms, designed for use with any of the four suites.

These chairs are made of high-grade walnut, oak, teak or mahogany, depending on your chairman's taste. The upholstery is naturally of leather and can be supplied in a wide range of colours. Brass or silver-satin ferrules can be fitted as an extra to all fixed models.

Enquiry Ref. No. W9/3

BRUNEL COLLEGE OF TECHNOLOGY

Principal: J. Topping, M.Sc., Ph.D., D.I.C., F.Inst.P.

SOCIAL & PSYCHOLOGICAL RESEARCH CENTRE

***announces* Two Courses for Education, Training and Personnel Officers**

1 A nine-week, half-day a week course for Education and Training Officers, which aims at increasing skills and providing insight into the problems of training, starting in October 1961.

2 A seven-week, half-day a week course for Personnel Officers on psychological aspects of the interview, with practice in various types of interviewing, starting in October 1961.

For more information write to—

The Registrar, Brunel College of Technology, Woodlands Avenue, Acton, W.3.

METROPOLITAN COLLEGE

Specialised Postal Tuition—Taken at Home in Leisure Time—for the Membership Examination of the

INSTITUTE OF PERSONNEL MANAGEMENT

Also interesting, authoritative (non-examination) postal tuition in Personnel Management, Economics, Business Administration, Industrial Law, Statistics, Social Administration, etc.

Send today for free prospectus, mentioning exam. or subjects in which interested, to the Secretary, G1/85, Metropolitan College, St. Albans (or call at 30 Queen Victoria Street, London, E.C.4).

ST ALBANS

Cleaning

HEAVY-DUTY FLOORING

SHEET vinyl is already well established as a floor covering for domestic use. From experience gained in this application the manufacturers have now produced a heavy-duty grade for commercial use, known as *Consort 70*.

With an over-all thickness much greater than the domestic grade, the clear vinyl surface is acid-resistant, very hard wearing, and easy to keep clean. All that is required to maintain a bright, hygienic surface is an occasional washdown with ordinary soap and water. The material is also very flexible and will not curl or buckle.

At present five patterns—Pearl, Chipstone, Woodgrain, Terrazzo and Tuscan—are available in a range of colours. The flooring comes in rolls 20 yards long and 48 in. wide.

It can be laid loose or stuck down

(continued on page 62)

Busy Hands need

Swarfega

ANTISEPTIC HAND CLEANSER
—SATISFACTORILY SOLVES MANAGEMENT AND WELFARE WORRIES

REMOVES PRINTERS INK · PAINT · OIL · GREASE · TAR · DYES · RUBBER COMPOUNDS & INGRAINED GRIME

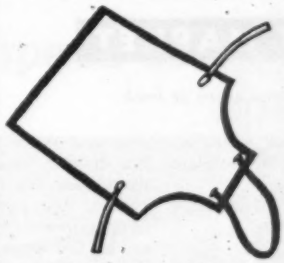
SWARFEGA is the easiest way of providing clean, germ free hands and costs only a penny per man/week. Efficient dispensers prevent waste and ensure economy.

Obtainable everywhere

AWARDED THE CERTIFICATE OF THE ROYAL INSTITUTE OF PUBLIC HEALTH AND HYGIENE

BY Deb

DEB CHEMICAL PROPRIETARIES LIMITED
FORFAR WORKS · BELPER · DERBYS.



WHICH TYPE TO BUY ?

CHOOSE FROM THE DURATECT RANGE

*DURATECT APRONS	A choice of twenty or more from conventional materials
*FEATHERTECT APRONS	A selection of Five Super Quality Lightweight Industrial Aprons
*FANCYTECT APRONS	Fancy Patterned, Fabric Reinforced Women's Industrial Aprons

DURATECT LTD
58 VILLA ROAD
BIRMINGHAM 19
NORthern 6875

* Trade Marks

Best for all protective clothing

Dainite

WASHABLE AND UNBREAKABLE BUTTONS AND SLIDE BUCKLES

● Labour saving ● Permanent
● Never need be removed

Samples supplied upon request

THE HARBORO' RUBBER CO. LTD.
Dainite Mills,
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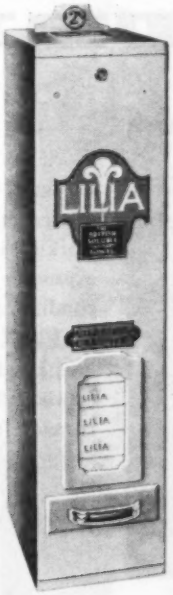

Automatic

SANITARY TOWEL MACHINES

ARE ESSENTIAL WELFARE EQUIPMENT

in every modern

FACTORY, OFFICE BUILDING, DEPT. STORE, LAUNDRY, Etc.

where women are employed.

The machine illustrated dispenses the 'LILIA' well-known brand of Soluble Towel, individually packed in cartons, with two safety pins. The mechanism allows for easy adjustment to a selling price of 2d., 3d. or 4d.

We can give prompt delivery of both the machine and towels.

12 months' guarantee

Full particulars from:

THE SIMPLAMATIC MACHINE CO. LTD
42 Old Bond St., London, W.1 Tel.: HYDe Park 5461

For more details, use coloured form at back

with special adhesive. The manufacturers, on request, provide a complete supply-and-fix service.

For supply only, the retail cost for each square yard is about 19s.

Enquiry Ref. No. C9/1

Safety

FIRE WATCHING

LAST year, the total cost of damage as a result of fires in this country was somewhere in the region of £44 million. Fires in large industrial establishments, particularly in the motor and aircraft industries, cost on average one million pounds a time. Large department stores featured next on the casualty list. The peak time for outbreaks of fire was at 8.30 p.m. when there were fewer people to patrol the plant or building.

All this leads us to believe that there will be considerable interest in the new *Pyrene* automatic fire-detecting and alarm system. In the event of a fire, one or more of the extremely sensitive fire detector heads, placed strategically throughout the building, will instantly register the rise in the surrounding temperature.

The fire signal is accepted in a fire indicating cabinet which is divided into four zone-indicating units and a central signal unit. Warning of the outbreak and advice as to its location are automatically transmitted to the company's fire report centre, and, if desired, by GPO cable to the nearest fire brigade.

There are three signal lamps in each zone-indicating unit. A green lamp shows normal working; an amber lamp indicates a fault in the circuit; and a red lamp identifies the zone in which a fire has occurred. A rotary switch in each indicating cabinet is operated by key to make daily checks on the equipment. Much the same sort of lamp system is used to indicate and check the operating efficiency of the alarm signal transmission unit.

This system offers protection for 24 hours a day. If we look at last year's figures for fire damage once more, the cost of such a preventive installation seems negligible.

Enquiry Ref. No. S9/1

Office Aids

COMPACT RECORDER

DESPITE an all-steel case, the *Victoria* portable tape-recorder weighs only 3½ lb. The secret of its compactness (dimensions 7½ × 5½ × 2½ in.) resides, of course, in the five

transistors working from a power source of six pen-light batteries.

The recorder is easy to operate. It has all the features of larger machines including a lever for rewind, stop, play or record, a sound-level window indicator, trigger button for final recordings, and sensitive time markings for tapes.

Two optional extras enhance its value for business applications. These are a foot switch to enable typists to take dictation from the tapes, and a telephone pick-up for recording important conversations.

Length of the tape is 320 ft. The recorder can run at two speeds—one for high quality reproduction of music; and the other for the recording of human speech. At the faster running speed, the recording time on double track is 34 minutes; at the slower speed, the recording time is doubled. Rewind time is approximately three minutes.

Basic equipment comprises the recorder in a light grey enamelled metal case; a black leather case and hand strap; a longer strap to permit its use slung from the shoulder; hand microphone with matching leather holder; two synchrotapes on spools; six small batteries; and an extension cord. The price is £44 2s.

Enquiry Ref. No. O9/1

(continued on page 64)

JELTEK

in industry

Photograph by kind permission of B.O.A.C.

Designed for service engineers working in exposed conditions, the CREWSUIT illustrated on the left is made from material giving air-conditioned protection.

Send for literature describing this and other garments in the full range of 'JELTEK' Protective Clothing.

JELTEK

JELTEK LIMITED - GREEN LANE - HOUNSLOW - MIDDLESEX - HOU 7281/7

for healthy hands, use

GRE-SOL

Dirty hands invite infection—safeguard them with GRE-SOL. GRE-SOL gets rid of grime, grease, paint and tar in seconds and keeps hands clean and protected for hours. GRE-SOL is a stable, non-abrasive jelly cleanser, antiseptic and pleasantly refreshing to use.

AWARDED THE CERTIFICATE OF THE ROYAL INSTITUTE OF PUBLIC HEALTH & HYGIENE

Dispenser nozzle simply screws on to standard can—no drips—no wastage—no messy filling. Capacity—one Imperial Gallon.

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still the greatest name for cleaning materials!
HILON Degreasant for floors, walls and machinery.
HILO Foam Cleanser in canisters and in bulk.
GRE-SOLVENT PASTE for cleansing rubber and composition floors, tiles, etc.
LIQUID DETERGENT In bulk for dish-washing and general cleaning and vehicle body washing.

For samples and further details please write to:

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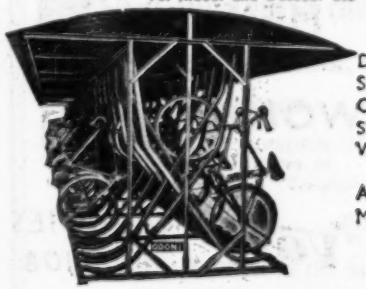
SINGLE OR DOUBLE-SIDED, HORIZONTAL OR SEMI-VERTICAL

For Indoor and Outdoor use



TYPE 10

DOUBLE SIDED SEMI-VERTICAL OUTDOOR STAND, BUILT WITH CLOSE RACK ARRANGEMENT (CYCLES AT 12" CENTRES)

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Whether you require a classroom, a sports pavilion or a building extension PEELS can meet your requirements with a prefabricated building from their vast range or with a design exactly to your specification. This beautifully designed classroom at a school in North Yorkshire is an example of PEELS prefabricated buildings.

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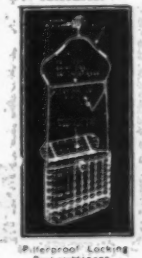
...and here I recommend the **SIEBER** *CLOAKROOM because it is wasteful to spend more only to get less, when for less you can get more.*

- Saving of valuable floor space.
- Neat and compact storage of all wearing apparel.
- Thorough airing and drying of rain-soaked garments, reduces absenteeism, due to colds, etc.
- Maximum hygiene; as neither dust, dirt nor musty odours can cause a breeding ground for vermin or infectious diseases.
- No costly repair and maintenance charges.
- Low cost proves an investment, not an expense.
- The "SIEBER" Hanger System fully meets New Factory Act.



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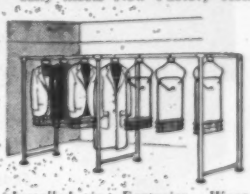
Simple to install in new or existing buildings.

Pilferproof Locking Basket and other types of Hangers supplied.



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EQUIPMENT MARKET

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TRANSFER COPIER

PHOTOCOPYING has established itself as a permanent aid in our offices because of the comparative simplicity of the technique and, more importantly, because of the versatility of its application. It can reproduce anything typed, written, drawn, photographed or printed.

The *Autex Printess* will reproduce from originals of any colour or any type of paper. It is distinguished too by its speed: six seconds for exposure, six seconds for developing, 12 seconds for the over-all process of making a copy.

This copier is of the transfer process type. The original is fed into one slot with a piece of sensitized paper and, on exposure to the light, the sensitized paper becomes a negative. The image is then transferred from the light-sensitive paper to another sheet of treated paper by passing both through a chemical solution.

In the case of the *Printess*, the operator does not have to handle the liquid in any way. The developer is supplied in a sealed unit which simply slips into the machine. There is no

chance of leaking or spilling, and so the photocopier is completely portable.

Most machines of this kind have to be manually topped-up after constant usage, but the *Printess* holds a reserve for such a contingency; and it can be brought into use by a switch.

There are two models available, both suitable for copying flexible originals. Model *A 3* takes endless copies up to 13¼ in. wide; model *A 4* takes copies up to 9 in. wide. The larger model is priced at £99 and the smaller at £69.

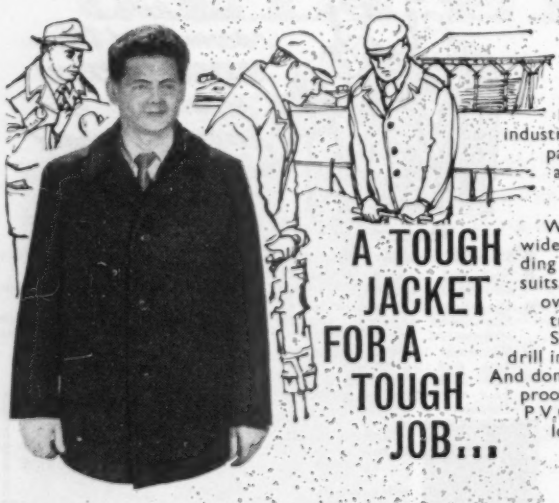
Enquiry Ref. No. O9/2

LARGE-SCALE COPYING

ONE or hundreds of clear copies are automatically produced and counted at the speed of 30 a minute on the new *Commodore ES 80* spirit copier. The dimensions of the machine make it particularly useful for reproducing large documents, such as shipping manifests, machine tabulations and balance sheets. It will in fact produce copies as large as 18 by 27 in., or as small as 10 by 8 in.

There is an automatic master clamp to secure the master: then the control button is pressed to start the silent electric drive and copies are automatically printed and counted. The quality of reproduction is good, controlled as it is by precise registration adjustment, finger-tip pressure control, and the automatic regulation of the flow of spirit over the copy.

Enquiry Ref. No. O9/3



A TOUGH JACKET FOR A TOUGH JOB...

For hardwearing protection it's the Welfit Donkey Jacket, made from showerproof navy Melton cloth. Ideal for industrial workers it has large, patch pockets and is available with or without the leatherette back and shoulders.

Welfit also manufacture a wide range of overalls including warehouse coats, boiler suits, bib and brace overalls, overall jackets and overall trousers—all made from Sanforised shrunk cotton drill in white, navy and khaki. And don't forget Welfit Waterproof Protective Clothing in P.V.C. and HYDEX—jackets, long coats, leggings sou'-westers, etc.—right for all weathers.

Send for illustrated catalogue showing the complete ranges of Welfit clothing to:—

WELFIT MANUFACTURING CO. LTD., (Clothing Division)
Phone 66326 Hanson Lane Mills, Halifax. Telex 51235

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specialists in the manufacture of

OVERALLS for MEN and WOMEN in every Trade

The "VOLE" Brand DIGNIFIES THE JOB

H. WHEELER & CO. LTD.
Overall Clothing Manufacturers
107 LONDON RD., PLAISTOW, E.13
Telephone: GRAngewood 4071

DUST IS DANGEROUS!

protect your workers from respiratory irritations and complaints cheaply and efficiently with

MARTINDALE PROTECTIVE MASKS

You can protect your workers against the effects of dust pollution of the atmosphere in your factory or workshop by providing Martindale Protective Masks.
The Mask which is readily acceptable by the worker, is of featherweight construction (less than ½ oz.), fits closely and comfortably without restricting natural breathing, and is approved and widely prescribed by doctors.
Martindale Masks are supplied with easily renewable Filter Pads, and their low cost is soon reimbursed by extra working efficiency and lower absence through illness.
Write for details or send 3/3 for sample Mask and Filter Pads.

Protect the eyes too

Shield your workers' eyes from flying particles by providing Martindale Eye Protectors. These clip straight on to the Masks—no extra head bands need to be worn.
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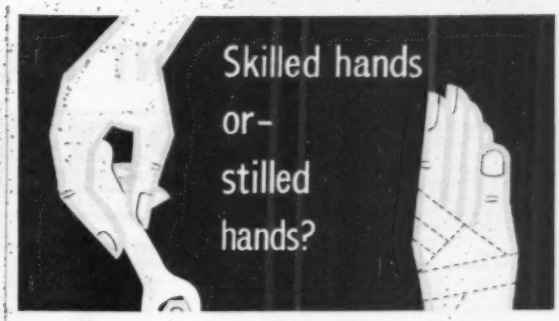
Satisfaction guaranteed



Every year thousands of skilled hands are stilled for weeks, even months, by dermatitis. It's all so unnecessary. *Working hands can be protected.* Among the recognised measures is the application of a Rozalex Barrier Cream before work. There are 12 of them for use according to the industrial irritant encountered.
AFTER WORK new Rozalex Industrial Skin Cleanser removes contaminants quickly and safely.
Other specialised Rozalex products include Stain Removing Cream, Resin Removing Cream and Waterless Skin Cleanser.

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TGA R1551

Well cut and tailored

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MAKERS OF ALL TYPES OF OVERALLS FOR OVER 100 YEARS

Garrould's

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EQUIPMENT MARKET

For more details, use coloured form at back

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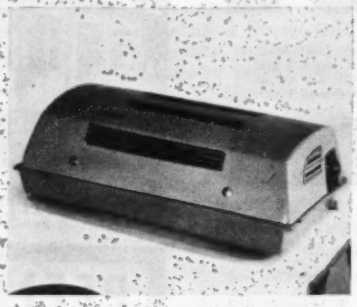

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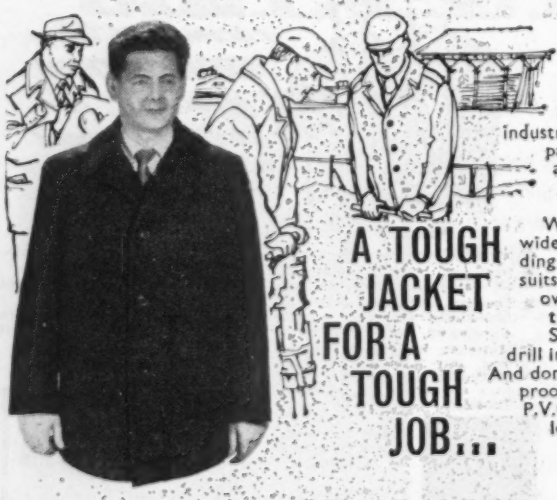

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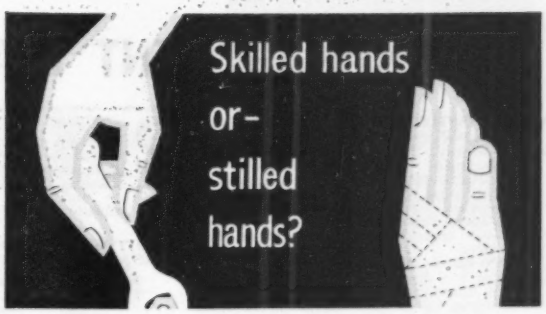

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MAKERS OF ALL TYPES OF OVERALLS FOR OVER 100 YEARS

Garrould's

150-162 EDGWARE ROAD, LONDON, W.2. **PAD. 1001**

MANAGEMENT DIARY FOR OCTOBER

BRITISH INSTITUTE OF MANAGEMENT

Residential meeting outside London

24-26 **Torquay.** National conference of the Institute

Non-residential meetings outside London

4 **Newcastle.** Seminar on company management, training and development: for directors and senior executives concerned with company education and development.

4 **Newport (Mon.).** Controlling a sales force: a discussion on what can be done to improve efficiency in selling by the setting up of sales standards, the study of variances from these and the action to be taken.

5 **Birmingham.** Management ratios and IFC seminar (in association with the Centre for Interfirm Comparison): for directors, general managers and senior accountants.

11 **Sheffield.** Management ratios and IFC seminar.

5 **Portsmouth.** Inventory management.

Non-residential meetings in London

12 Conference on management succession and development: the changing nature of the managerial task, the role of management philosophy and strategy, management by objectives—Douglas McGregor, Professor of Management, Massachusetts Institute of Technology, will present a paper at the final conference in the series, 'New Concepts in Management'.

21-28 Quicker reading course: five hours' instruction spread over two consecutive Saturday mornings.

INSTITUTE OF INDUSTRIAL SUPERVISORS

Week-end residential courses in England

First Series

6-8 **Scarborough.** Practice of supervisory management: an exchange of ideas and experience about the job of being responsible for the work of others.

6-8 **Leamington Spa.** The foreman and cost reduction: aim is the understanding of how shop expenditures are classified and controlled, leading to increased cost-consciousness for the foreman.

27-29 **Leamington Spa.** Work study: introduction to the techniques of time study and motion study, illustrated with ciné films and exercises in job analysis and effort rating.

27-29 **Droitwich.** Industrial relations and industrial law: a summary of the formal procedures governing relationships between workers' representatives, trades unions, employers and the State, with examples and case studies.

Second Series

20-22 **Buxton.** Organizing for production: the role of the foreman in managing men, materials and resources on the shop floor. The possibilities of increased mechanization leading to automation will be discussed.

20-22 **Droitwich.** Weighing up people and jobs: revision of the plan for assessing abilities introduced in the First Series course on human relations, followed by a number of practical exercises in matching people to jobs and jobs to the ability available.

20-22 **Bournemouth.** Profits, prices and productivity: a course to help the foreman to understand the current economic situation and how it affects profits.

INSTITUTE OF PERSONNEL MANAGEMENT

Residential meetings outside London

5- **Edinburgh.** Course on the selection of managers: covers job analysis, application forms and screening procedure and the employment interview.
Course on company wage policy and methods of payment.

5-7 **Edinburgh.** National Conference: the theme is 'creative industrial enterprise. Sectional meetings cover wages and the working week, developments in management training, communications and joint consultation and management authority and workers' rights.

Residential course in London

25-29 The employment function of management.

INDUSTRIAL WELFARE SOCIETY

Non-residential courses and conferences at Robert Hyde House, London

2-3 Employee food services

3-4 Work simplification in offices

5 Sales executives

5 Launching of ten sessions to be held each Thursday until Dec. 7 on successful speaking in business and in public: the syllabus concentrates on three aspects, the clear expression of judgment, the presentation of a paper and lecturing techniques, and the social occasion.

6 Filmstrip demonstration

6 Vacancy advertising for office staff

9-10 Personnel records and statistics

10-12 First of four sessions of a seminar on works relations: the study of work as a human activity in an organizational setting together with analysis and practice of the various skills involved in successful executive leadership

11-13 Office supervisors

12 New thinking luncheon

16 Sales office staff: communications

16-20 First of three sessions of a sandwich course on training techniques

17-19 Industrial and factory law

19 Employee food services

20 Suggestion schemes

23-24 } Course on 16 mm. film-making, in two
30 } parts

23-27 Intermediate managers and junior executives

24-25 Personal secretaries

25-27 Interviewing

26 Fire and security—retail

30 Management conference

31-Nov. 1 Potential and newly appointed women supervisors.

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23-27 Communication in industry and commerce: essentially practical course for experienced middle managers on the main techniques of communication. The bulk of the time is spent on exercises undertaken by the delegates themselves under the guidance of the teaching staff.

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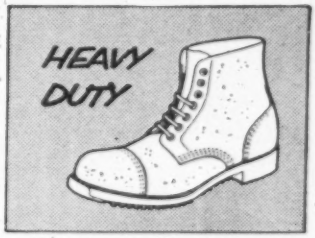

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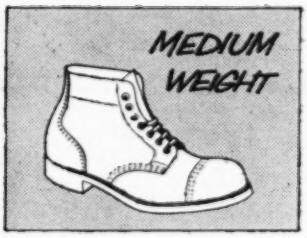

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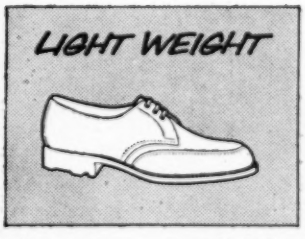

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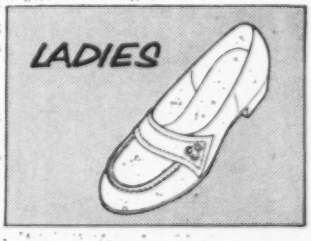
TOTECTORS



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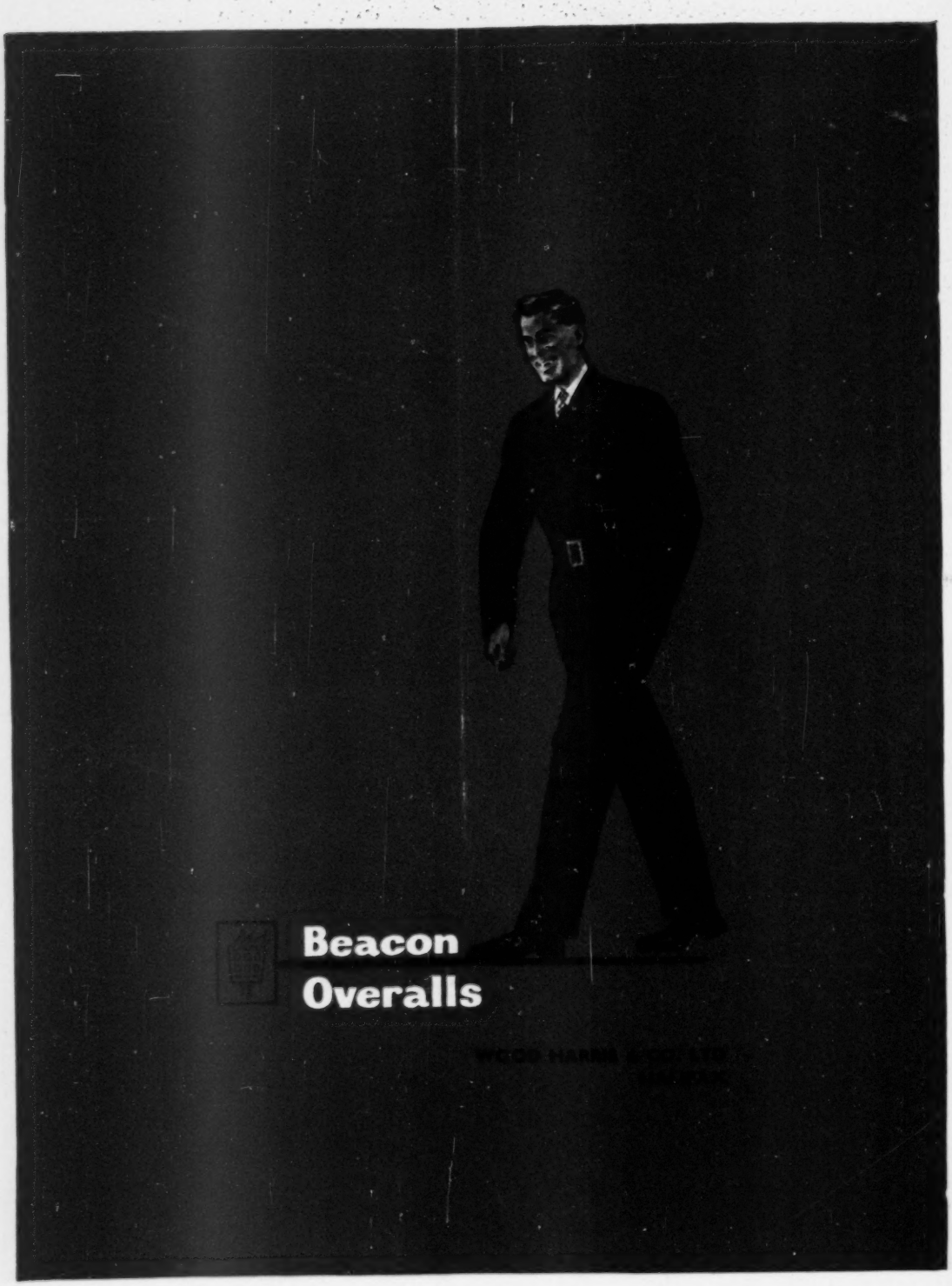
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